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Women's Concerns Task Force Report

SUBMITTED BY:

WOMEN'S CONCERNS
TASK FORCE

County of Santa Clara

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September 1984

**County of Santa Clara
California**

Commission on the Status of Women
County Government Center, East Wing
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San Jose, California 95110
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WOMEN'S CONCERNS TASK FORCE

ROSTER

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Vice-Chairperson: Joan Holland

Monica Amador	Bay Area Construction Opportunities Program
Georgia Anderson	Deputy Sheriff's Association
Myra Beals	San Jose/South Bay Chapter NOW
Ann Bender	At-Large
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Barbara Campbell	Equal Employment Opportunity Council
Maryles Casto	At-Large
Randi Clarke	Business and Professional Women's Club
Marianne deSobrinho	Commission on the Status of Women
Elizabeth Ent	At-Large
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Nancy Hobbs	American Association of University Women
Joan Holland	Mid-Peninsula NOW
Caryl Ito	Pacific Asian American Women Bay Area Coalition
Carol Jaech	County Employee Management Association
Bobbie Kawazoe	South Bay Black Women's Network
Margo Landrum	At-Large
Connie Langford	Local 535
John Longabaugh	Representative of Disabled Community
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Alice Mitchel	Economic and Social Opportunities, Inc.
Lillian Moore	San Jose/South Bay Chapter NOW
Virginia Ortega	Chicana Coalition
Sue Puterbaugh	At-Large
Rita Risser	National Women's Political Caucus
Mary Jane Robledo	Comadres Program (Family Services Association)
Kristina Semersheim	Local 715
Raelene Serrano	League of Women Voters, San Jose/Santa Clara
Ann Shiraishi	Japanese American Citizens League
Anita Spencer	YWCA, San Jose
Jackie Spillane	League of Women Voters, Los Gatos/Saratoga
Charlotte Suskind	Older Women's League
Jan Vandervest	Business and Professional Women's Club
Becky Villones	Human Relations Commission
Hon. Susanne Wilson	Board of Supervisors
Shirley Wong	Commission on the Status of Women

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Director, Commission on Status of Women

An Equal Opportunity Employer

WOMEN'S CONCERNS TASK FORCE REPORT

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September, 1984

September 7 1984

TO: The Santa Clara County Board of Supervisors

FROM: The Women's Concerns Task Force

The Women's Concerns Task Force has completed its study of the County's Affirmative Action program as directed by the Board of Supervisors "to study and review current selection, procedures and processes and make recommendations to the Board of Supervisors." Appreciation is expressed to the Board of Supervisors for their direct and constructive response when questions of equity for women in county employment arose last year. Many hours of study have been given to this report by the members of the Task Force. We wish to recognize the efforts of Norma Mencacci, Director of the Commission on the Status of Women, whose coordination, expertise and dedication was the catalyst that made the Task Force's functioning smooth and effective.

The Task Force represented twenty-five community groups and involved over thirty citizens as well as the time and effort of many county employees. The group functioned in five committees which met separately to study the following areas: Effective Selection Systems, Non-Traditional Jobs, Comparable Worth, Child Care, and Support Systems. Committees also utilized resource people and groups both within and outside of the County. The Task Force met as a whole on a monthly basis to review progress of the committees.

In reviewing the County's eight EEOC* job categories, the Comparative Employment Statistics from 1973-1983 show that the same segregation of jobs into sex-dominated categories continues to exist with little change in ten years, except for the category of Technician which has shown a reverse from 30.6% women in 1973 to 60.3% in 1983. Officials and Administration has improved from 14.4% in 1973 to 28.4% in 1983. The lower paying Office and Clerical (89.2% women in 1983) and Paraprofessional (65.5% women in 1983) continue to be pink collar ghettos while the higher paying Service and Maintenance (75.3% men in 1983) and Skilled Crafts (98.3% men in 1983) continue to be dominated by men. Women now comprise 15.2% in Protective Services, an increase of 5.8%. Keep in mind that parity would show 43.4% women in all job categories and it becomes clear that affirmative action has achieved only minor successes for women in the last ten years.

*Federal Equal Employment Opportunities Act

The Task Force, aware of the financial difficulties of local government today, took these constraints into consideration when making their recommendations. The following recommendations have been drawn, therefore, with fiscal concerns in mind and yet with the trust that all are committed to see that the County Affirmative Action Program reflects the values of fairness and individual worth that strongly re-affirms our belief in equality and equal participation of all members of our communities.

In Sisterhood,

Susie Wilson

Susanne Wilson, Supervisor
Chairperson, Women's Concerns Task Force

Joan Holland

Joan Holland Vice-Chairperson
Women's Concerns Task Force

WOMEN'S CONCERNS TASK FORCE

CHILD CARE SUBCOMMITTEE

Jo Fields, Chairperson

Black Concerns Association

Ann Shiraishi

Japanese/American Citizens League

Anita Spencer

San Jose YWCA

TO: Board of Supervisors
FROM: Women's Concerns Task Force
SUBJECT: Child Care Sub-Committee Recommendations

I. CHILD CARE DIRECTORY

A. RECOMMENDED ACTION

The Committee recommends that the County establish its own Directory of child care services and facilities. We further recommend that it be segmented by types of services, i.e., Child Development Centers, Child Care Centers, School, Nursery School, etc. and that each segment include such pertinent information as:

- Laws/Regulations/Governing Body
- License Number
- Contact for questions and/or violations
- Evaluation of care
- What parents should expect from service
- Fees, whether, fixed, sliding subsidized
- Infirmary, First Aid Station, etc.
- Hours/flex hours (County employees need 24 hours)
- Meals, snacks
- Sleeping arrangements

B. FISCAL IMPACT

The Directory need not be very large and therefore not necessarily costly to set up and maintain, provided the edition is limited to a specific radius (4 blocks) around each County building.

The Directory can be accomplished in several ways:

- Contractual agreement with existing agency (C.C.C.C.)
- Consultant
- Existing County Department, such as Family Services in Department of Social Services or Personnel

We could be looking at the option of United Way funding.

C. REASONS FOR RECOMMENDATION

The need for child care information and evaluation of quality and type of facility near major County buildings is of vital concern to many County employees.

D. BACKGROUND

The need for child care in the County is widely documented. County employee needs could be met in many cases by providing information about child care facilities within a four block radius of major County buildings, including licensed private homes. Other directories, such as Four C's, are available to gain location, services provided and fees but no evaluation of the quality of service.

E. CONSEQUENCES OF NEGATIVE ACTION

County employees would be denied vital information.

II. COUNTY CHILD CARE

A. RECOMMENDED ACTION

A study should be made of the feasibility, cost/benefit, and need for County childcare. The existing Local 715/County Childcare Committee is currently conducting a study, and should report back to the Board of Supervisors and members of the Women's Concerns Task Force. The Committee should work closely with the current Pilot Childcare Project at Orchard School (involving Orchard School District, the YWCA, Santa Clara County, and Local 715). The Board of Supervisors is urged to approve the recommendations of the Local 715/County Management Childcare Committee, which may include on-site childcare or other forms of County support for childcare.

B. FISCAL IMPACT

Actual costs are unknown but the necessary data would provide the cost/benefit information to determine the feasibility of the County providing this service at some time. No survey of County employee needs is necessary due to the current survey planned by the Local 715/County Management Child Care Committee.

C. REASONS FOR RECOMMENDATION

Data compiled by the Committee will complement the current Pilot Child Care Project at Orchard School. Cooperative efforts are necessary to gain additional data on possible child care solutions for County employees.

D. BACKGROUND

County employees need to know the types of care available in the County to ensure the appropriate placement of their children. Many have latch key children which causes stress on the job and use of sick leave to give necessary care to their children.

E. CONSEQUENCES OF NEGATIVE ACTION

Stress due to worry about care and safety of their children can affect productivity and happiness of the County employee as well as absenteeism when children are ill or need special care.

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WOMEN'S CONCERNS TASK FORCE
COMPARABLE WORTH SUBCOMMITTEE

Ann W. Bender	At-Large
Randi Clarke	San Jose Business and Professional Women
Elizabeth Ent	At-Large
Carol Jaech	County Employees Management Association
Connie Langford	Local 535 SEIU
Kristina M. Sermersheim	Local 715, SEIU, AFL-CIO
Jackie Spillane	League of Women Voters, Los Gatos, Saratoga
Jan Vandervest	Willow Glen Business and Professional Women

TO: Board of Supervisors

FROM: Women's Concerns Task Force

SUBJECT: Comparable Worth Sub-Committee Recommendations

A. RECOMMENDED ACTION

The Board of Supervisors of Santa Clara County should:

1. Adopt the principal of comparable worth using the following language:

"The Santa Clara County Board of Supervisors adopts the principal of comparable worth. Comparable worth means that workers performing jobs requiring a certain level of education, skill, effort and responsibility deserve wages equal to other workers in county employment whose jobs require comparable levels of education, skill, effort and responsibility."

2. Implement this policy by an analysis of job classifications and wages, to be completed within two years, using methodology to be recommended by the County Executive by November 13, 1984, outside of regular labor negotiations, using either an outside consultant or internal employees under a supervisory committee.
3. Finance this policy implementation by setting aside two million dollars per year in an interest bearing fund beginning with the 1985-86 fiscal year to raise salaries of those underpaid until equity is achieved. The Board should discuss this priority as part of the 1985-86 budget planning process beginning early in calendar year 1985 and continuing through public input.

B. FISCAL IMPLICATIONS

The exact fiscal impact will be determined when analysis reveals the extent of wage discrimination and its correction.

The cost of the analysis itself will be contained in the County Executive's recommendation on how to do the analysis.

The immediate impact will be a set-aside of two million dollars in an interest-bearing account for three years, but this may be less or more than the ultimate cost.

The County should realize savings from lower turnover and higher job satisfaction and productivity among female dominated classes now paid less than their comparable worth wage when their salaries are corrected.

C. REASONS FOR RECOMMENDATION

At the present time there are job classifications within the County which require from the employee certain levels of education, skill, effort and responsibility. Unfortunately some of these classifications are paid at significantly lower rates than others requiring comparable levels of education, skill, effort and responsibility.

These lower paid classifications appear consistently within jobs historically considered "women's work" i.e., clerical, nursing, and library, and currently dominated by women workers in this County.

The County discriminates against women in pay due to this inequity and must eliminate this discrimination by identifying the disparity on a job by job basis.

D. BACKGROUND

Our Committee reviewed the pamphlets, books, leaflets, periodicals and speeches listed in the attached bibliography and found that there are historical causes for this wage disparity. In brief:

1. Women's work has been considered temporary or casual by employers, and therefore, worth less; yet women have always worked outside of the home.
2. Women have been relegated to lower status jobs.
3. Women have until recently not been represented by organized labor (and where they are this gap disappears or lessens).
4. "Women's work" has not been compared to traditional "men's work" requiring similar skill levels, education and responsibility but instead compared to similar female-oriented jobs in other jurisdictions (leading to a vicious cycle of of universal pay discrimination).

For years women were barred either overtly or subtly from higher paid "men's work". Thus they were relegated to a Pink Collar ghetto. This discrimination was so pervasive that to this day, more than 80% of all women work in a few restricted job fields and their work remains underpaid.

Until the early 1970's, throughout the country and in Santa Clara County, secretary, nurse and librarian jobs were listed under "women wanted" in daily newspaper ads. Even when this discriminatory heading was removed, however, no change occurred in the status of that work. Women's labor was, and still is, cheaper than that of men. In fact in the 1870's, when Melvil Dewey was traveling throughout the country urging libraries to accept his decimal system, a major element in gaining acceptance of his idea was to encourage libraries to hire women to replace male librarians, thus saving enough money to change over to his system!

FURTHER SUBSTANTIATION OF THE PROBLEM
IN 1984 IN SANTA CLARA COUNTY

Within Santa Clara County our Committee found this history confirmed in the following glaring examples of these sex-linked inequities:

PERCENT FEMALE		HAY POINTS	SALARY
98.9%	Advanced Clerk Typist	158	\$1426-1720
20%	Park Ranger	158	1703-2057

95%	Librarian II	364	1898-2295
22.6%	Appraiser II	364	2127-2572

84%	Community Library Supervisor	493	2190-2664
28%	Senior Planner	405	2805-3395

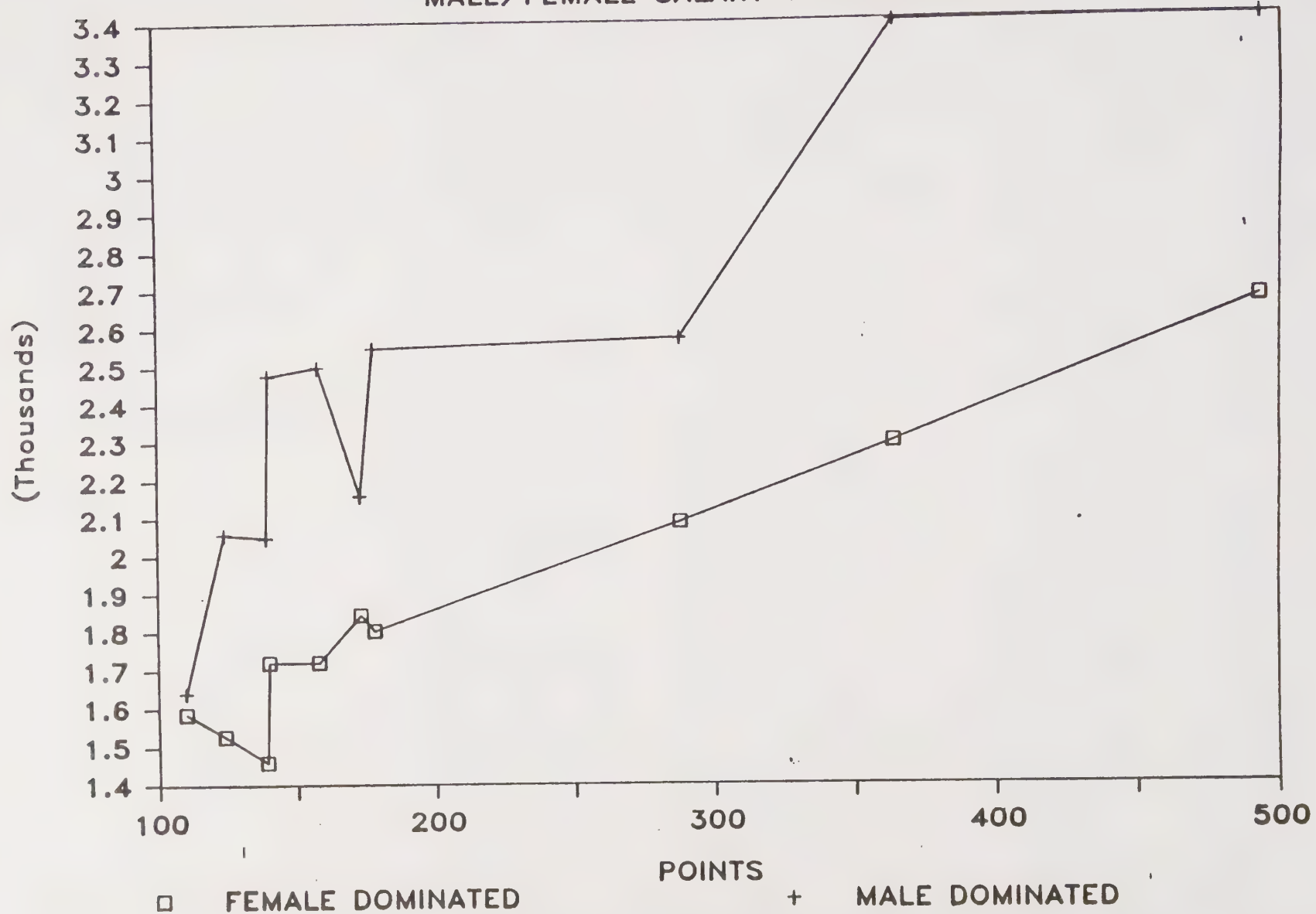
Even a casual analysis of the County's official description for each of the jobs attached shows clearly the inequities between payrate and level of responsibility required.

Our Committee further investigated the issue, by reviewing attempts by other government employers to remedy similar inequities in their pay structures. We researched information from the City of Berkeley, State of Washington, Town of Los Gatos, City of San Jose and Vacaville School District. We discovered that in each case the employer developed objective non-sex-related criteria for comparison of job classifications.

Our Committee developed the following brief charts of relative payrate and objective evaluation points by comparing Santa Clara County job classifications with similar ones existing in other jurisdictions. The City of San Jose Study of Non-management Classes by the Hay Associates in 1980 (Hay Study) used comparable worth principles to rank many job classifications now duplicated in the County. The Chart on page 8 shows graphically that males and females assigned identical job rankings in the Hay Study earn different salaries in the County. The Chart on page 9 details County salaries and Hay Study rankings for eighteen County job classifications, and rankings in other California studies when available.

SANTA CLARA COUNTY

MALE/FEMALE SALARY COMPARISONS



Comparison of Santa Clara County Job Classifications, Salaries, and Point Rankings in Comparable Worth Study

	San Jose (Hay Study)	Los Gatos	Berkeley	Washington State	Santa Clara County Salary*	Female or Male Class.
Community Library Supervisor	493(Sr.L.)			L III 353	2190-2664	F
Senior Planner	405				2805-3395	M
Senior Civil Engineer	405(Assoc.CE)			CE 287	2796-3399	M
Planner II	364				2107-2548	M
Librarian I & II	288(LI) 364(LII)	Libr.5854.8			1723-2087 1898-2295	F F
Appraiser I & II	288(AI) 364(AII)				1785-2158 2127-2572	M M
Building Construction Inspector	255	4917.7			2067-2499	M
Secretary I	178	S. 3743.6		S. 197	1493-1802	F
Senior Offset Press Operator	178				1696-2048	M
Licensed Vocational Nurse	173(LPN)				1528-1844	F
Advanced Clerk Typist	158(Sr.CT)		534		1426-1720	F
Park Ranger	158	5264.6		II. 243	1703-2057	M
Typist	140(CTII)		370	IntCT 129	1212-1459	F
Senior Janitor	124				1306-1572	M
Telephone Operator	124			118	1270-1528	F
Offset Press Operator I	124			118	1361-1640	M

*Agreement between County of Santa Clara
and Local 715 SEIU effective rates pay
period 83 22.

Analysis and Implementation

A plan to analyze the pay discrimination due to the comparable worth factor and to implement elimination of that discrimination must proceed on two fronts: financial and technical. The County must eliminate the disparity due to sex discrimination by realigning salaries to raise female salaries to comparable male salaries. It must identify disparity on a job by job basis by comparing job specifications for all classifications, using a point system such as those utilized in the City of San Jose Hay Study or the Los Gatos Study or one available from outside consultants.

Financial Implementation

Analyzing job classifications should take no more than two years. However, it would be unconscionable to postpone financial implementation since that would perpetuate the current discrimination. Each year two million dollars should be earmarked and set aside in an interest-bearing account for achieving pay equity when the data are ready to allow the distribution of the money. Once equity has been achieved in all job classes, they and any future classifications can thereafter be kept in alignment.

Technical Implementation

There are two real choices in technical implementation -- whether to undertake it by internal staffing or by outside consultants. The internal process has the advantage of being within the county's control, using existing employees, utilizing those who are already familiar with county jobs, and offering a quick start-up time. The external process using outside consultants would require requests for proposals, might offer less bias and be less susceptible to pressure, would be available at a fixed cost might take longer to complete, and would still require employee time to provide and verify information. We recommend that the County use the internal approach.

A supervising committee should contain representation from public management, personnel, the community, and affected employee organizations in order to ensure a consensus about fairness and equity. Once the committee has established the criteria for assigning points to job classifications, management analysts can complete the survey. Finally the committee would review the results. This process should consume no more than two years. The methodology used by the Town of Los Gatos, much of which could be adapted for use by the County is attached as Appendix B. Comparable worth adjustments should be separated from the union labor negotiations to insulate this corrective process from irrelevant issues and pressures.

ADVANCED CLERK TYPIST

Definition

Under limited supervision, to perform a wide variety of moderately complex and responsible assignments requiring comprehensive knowledge of subject matter, organizational activities and operations.

Distinguishing Characteristics

This class differs from the next lower class of Clerk Typist in that the duties of this class are of a more difficult and substantive nature involving discretion and selectivity in determining alternatives from among a large number of procedural and substantive guides. The positions are further distinguished by the requirement of understanding and applying a body of knowledge of a program area which directly relates to the work performed.

Typical Tasks

- Furnishes public with information by searching for and abstracting technical data, giving of explanations of laws, regulations, policies or procedures, sending materials, form letters or composing routine letters;
- Prepares a variety of correspondence, forms, legal documents, reports, financial or statistical statements, technical specifications, memoranda, resolutions, minutes of meetings or hearings from dictation machine, clear copy or stenographic notes, where knowledge of format and presentation is necessary;
- Assembles required supplemental material;
- Reviews and checks documents, records and forms for accuracy, completeness and conformance to applicable rules and regulations;
- Assembles material in accordance with established format;
- Maintains subject or numerical files, classifies material and prepares new file folders as needed;
- Maintains control records of activities of a unit including work received, status of work, work completed, and renewal action required;
- Prepares statistical summaries of work activity of unit;
- Prepares requisitions and purchase orders, checks prices and extensions;
- Verifies discrepancies among purchase orders, receiving reports, and invoices;
- Keeps related records in order to estimate requirement of services for proposed budget;
- Maintains records of time worked, overtime, leaves and absences;
- Prepares forms required for personnel transactions;
- Computes and collects fees where standards and charges require some degree of judgement;

- Issues receipts, permits, releases, licenses, etc. and maintains records of transactions;
- Counts and reconciles receipts with money and prepares for deposit;
- Maintains control over petty cash;
- Extracts data from documents, codes material for entry into data processing system using standard reference material;
- May interview patients/clients to secure basic personal, financial, medical and social data;
- May train or assist in the training of clerical staff and provide lead for temporary or seasonal personnel;
- Performs vacation or temporary relief as required;
- May operate a variety of standard office machines such as automatic copiers, calculators, and microfiche readers;
- May operate specialized machines such as computer terminals or cash register and performs related work as required.

Employment Standards

A period of clerical development which has provided an opportunity to perform a variety of clerical assignments requiring use of discretion and judgement, in addition to the following:

Knowledge of:

- Office practices and procedures, including indexing, filing standard reference sources, and operating standard office machines;
- Basic mathematics;
- Style/format, grammar, punctuation, spelling, general English usage, and vocabulary of a specialized nature may be required for some positions;
- In addition, some assignments may require knowledge of clerical activities related to an organization's programs and operations.

Ability to:

- Interpret and apply specific laws and ordinances, office policies and procedures;
- Use discretion in organizing activities and set priorities;
- Prepare concise reports;
- Analyze information and materials and formulate conclusions;
- Deal tactfully with members of the public often under stressful situations;
- Type accurately at a net speed of 50 words per minute where applying vocabulary, discretion in proper form, correct spelling, punctuation and grammar are of paramount concern.

For some positions the following skills are necessary:

Stenography which involves the recording and transcription of material that is of a specialized nature; responsibility for correct spelling, punctuation and grammar; material is normally dictated without regard to recording speed of recorder.

Bilingual capability where the level of fluency requires answering inquiries, eliciting information, explaining procedures, policies, rules in both English and another language; in some cases translating written material.

11/81 - Rev.

PARK RANGER

Definition

Under supervision, to improve, maintain, and protect a County park.

Typical Tasks

Patrols park areas and preserves law and order; issues warnings and citations, and appears in court in regard to citations issued; prevents accidents, vandalism, fires, area misuse or undesirable activities within the unit; checks visitors into County parks, assigns them to camp or picnic areas and collects fees for various park services; prepares and delivers talks on local flora and fauna as well as interesting features of the park; works with and supervises park maintenance men and temporary employees on minor construction, maintenance and repair of park structures, facilities and grounds; supervises, inspects and performs cleanup work; maintains sanitary equipment, water systems and other park facilities; prepares reports; operates automotive and mechanical equipment; and performs related work as required.

Employment Standards

Training and experience equivalent to graduation from college with major work in park management, recreation, conservation, engineering, forestry, horticulture, or closely related field; OR four years of experience as a Park Maintenance Man in the Santa Clara County service.

Possession of a valid California driver's license.

Knowledge of: Methods and techniques of construction, repair, and maintenance work; the geography, points of historical interest and principal recreation areas of the County.

Ability to: Supervise work of park maintenance men and other employees; to deal tactfully and effectively with the public; perform moderately heavy manual labor; demonstrated interest in outdoor work and recreation; willingness to work throughout the County on Saturdays, Sundays and holidays; willingness to work odd and irregular hours.

2/69 - Rev.

LIBRARIAN I & II

Definition

Under supervision, to perform professional library work.

Distinguishing Characteristics

The Librarian I is the entry level in the professional Librarian series. Incumbents perform assignments of a limited nature or scope. As experience is gained, incumbents are subject to less supervision.

The class of Librarian II is distinguished from Librarian I by the performance of more responsible and complex library work. Incumbents in this class exercise a greater degree of independent judgement than the Librarian I level.

Typical Tasks

- Evaluates patron needs and assists patrons in locating books and materials;
- Performs reader's advisory services;
- Informs patrons regarding library facilities, policies and procedures;
- Participates in identifying the needs of the library community;
- Participates in evaluating current collection and selecting and discarding library materials;
- Develops subject expertise;
- Learns sources of information and locates specific information;
- Reviews books and materials, including abstracting, annotating and writing critical reviews;
- Answers reference questions, referring the more difficult questions to a senior Librarian;
- May develop specialized library programs for specific patron groups;
- Speaks to school and community groups regarding library programs and resources;
- Gives book talks, tells stories, and performs puppet shows;
- Designs displays and exhibits;
- Participates in setting up or modifying procedures;
- Participates in organizing the physical interior of the library;
- Compiles bibliographies;
- Plans film programs;
- Revises and updates bibliographic material;
- Provides outreach services to communities;
- Organizes and maintains special collections, may participate in supervising, training and evaluating subordinate personnel, may arrange employee work schedules;

LIBRARIAN I & II

Page 2

- Participates in professional organizations and attends workshops and meetings;
- At headquarters, acts as liaison between material selection staff and Order Unit staff;
- Compiles selection aid book lists for use in community libraries;
- Interprets cataloging and classification rules and practices for other staff;
- Conducts original cataloging as needed;
- May supervise work flow through an area of technical services;
- Works with GSA Data Processing to facilitate library computer programs for acquisitions and cataloging;
- Consults with publishers' representatives concerning acquisitions problems and programs;
- Participates in needs assessment and in establishing or modifying procedures for acquisitions, cataloging and/or processing;
- May have responsibility for the library in the absence of senior personnel and for resolving routine operating problems;
- Performs other related duties as required.

Employment Standards

Librarian I

Possession of a Master's Degree in Library Science or its recognized equivalent from a library school accredited by the American Library Association.

OR

Education and experience comparable to that of a Library Assistant II or above with Santa Clara County which provided the opportunity to develop the knowledges and skills listed below:

Experience Note: These knowledges and skills are normally obtained by at least three (3) years of experience at a level equivalent to Library Assistant II and job training and/or college level course work in the following subject areas:

- o Material Selection
- o Cataloging and Classification
- o Reference Service
- o Reader's Advisory
- o Theory and Practice of Library Science

Librarian II

Professional library experience at a level comparable to Librarian I with Santa Clara County Library.

LIBRARIAN I & II

Page 3

Employment Standards - Cont'd

Librarian I and II

Possession of a valid California driver's license prior to appointment.

Knowledge of: Library tools, methods and procedures; a wide variety of reading material; library reference materials; principles and procedures of reference used to locate specific topics; classification and cataloging systems and principles; planning, organizing and implementing children's, adult and young adult programs to meet patron needs; principles and techniques of book selection and evaluation to establish balanced library collections.

Some knowledge of: library services, programs and policies which serve the community; principles of supervision; effective training techniques.

Ability to: Establish effective and tactful oral communications in serving a wide variety of individuals to promote library programs and meet the needs of library patrons; advise and instruct patrons in the use of library facilities and reference tools; use library tools effectively; analyze community needs and make recommendations to meet those needs; write effectively; reason logically to define problems, collect and process data and reach valid conclusions in solving reference problems and in developing programs and procedures; classify and catalog books and other materials; recommend library materials for purchase using library selection techniques.

3/81 - Rev.

YB/RR

APPRAISER II

Definition

Under general supervision, to perform research and valuation work in the appraisal of agricultural, commercial, and complex residential properties for tax assessment purposes.

Distinguishing Characteristics

This classification is the fully qualified journeyman level in the Real Property Appraiser series. Positions in this class are distinguished from the next lower class, Appraiser I, by the complexity and variety of their appraisal assignments. In addition to single and multiple family dwellings, this class makes appraisals on large apartment units, commercial properties, agricultural lands, and properties in transition to a higher economic use. Positions in this class may also assist in the training of Appraiser I's.

Typical Tasks

Makes complex appraisals involving residential, commercial, and agricultural lands; collects, tabulates, records, and analyzes data relative to building materials, labor costs, and market trends; analyzes data and establishes values for both productive and nonproductive land; determines best possible use for land and determines whether or not this is relevant to appraisal; interviews property owners, contractors, real estate agents, bankers, and others regarding building and land costs, sale and resale values; explains appraisal methods and procedures to taxpayers and analyzes taxpayers' books and records; investigates complaints, reporting and making recommendations on the basis of findings; may assist with appraisal of industrial or large commercial properties for training purposes; helps to train lower classes in field and office procedures; and performs related work as required.

Employment Standards

Permanent certification by the California State Board of Equalization as an appraiser for property tax purposes; and one year of experience equivalent to the level of an Appraiser I.

Possession of a valid California driver's license.

Knowledge of: Economics, business administration, and revenue laws pertaining to the office of assessor; building construction, workmanship, and costs; the principles involved in the valuation of productive and nonproductive land.

Ability to: Read and interpret blueprints, sketches, and legal property descriptions; evaluate and summarize factors relating to values and to reach accurate and impartial appraisals; instruct beginning real property appraisers in the less difficult phases of the work; explain appraisal methods to the public and to maintain harmonious relations with those contacted.

COMMUNITY LIBRARY SUPERVISOR

Definition

Under direction, to plan, direct and coordinate the operation of a community library or the Bookmobile Section.

Distinguishing Characteristics

This is the fourth level of the professional library series. The Community Library Supervisor class is distinguished from other professional library classes in having responsibility for supervising the operations of the Bookmobile Section or a County community library or group of libraries of equivalent combined collection size, circulation size, circulation and permanent staff. There are two salary ranges assigned to this class based upon the differences in the size of the collection, circulation, number of facilities, and permanent staff. A Community Library Supervisor - A supervises the Bookmobile Section or a library or group of libraries normally characterized by at least two of the following: collection - 40,000 volumes minimum; circulation - 150,000 annual minimum; permanent fulltime staff of six minimum. A Community Library Supervisor - B supervises a library or group of libraries normally characterized by at least two of the following: collection - 100,000 volumes minimum; circulation - 500,00 annual minimum; multiple facilities; permanent fulltime staff of ten minimum.

Typical Tasks

Plans, organizes and directs the activities of the community library or Bookmobile Section, analyzes community interests and acts to assure that the adult, young adult, children's and other library collections and services, are relevant to the community served; formulates policies and procedures for the community library or Bookmobile Section; develops, promotes and coordinates library auxiliary groups; coordinates relations with community schools; supervises and participates in the training of professional and nonprofessional personnel; plans work assignments and schedules staff time; participates in hiring and evaluating staff; oversees building security and maintenance; interprets library policies and procedures for staff and library patrons; receives and implements policies and procedures from library administration staff; recommends interior design and layout; supervises community library public relations program; establishes and maintains cooperative relations with government and community organizations; performs the more difficult reference and reader's advisory service; plans and directs staff meetings and other meetings; participates in book selection and makes recommendations for the purchase of books and materials; writes critical book reviews; reads professional and book trade publications; prepares written correspondence and statistical reports; prepares budget estimates; coordinates activities with other library units; attends professional meetings and conferences; develops and maintains bookmobile collection; analyzes circulation and schedules bookmobiles according to community needs; evaluates community library and Bookmobile services; and performs related duties as required.

Community Library Supervisor

Page 2

Employment Standards

Substantial professional library experience in a capacity comparable to that of a Program Librarian with Santa Clara County Library.
Possession of a valid California driver's license prior to appointment

AND

Knowledge of: Principles of supervision; effective training techniques; principles and techniques involved in the operation and administration of modern public libraries; a wide variety of reading materials; library programs and services and their relationship with community needs; library reference materials; principles and procedures of reference used to locate specific topics; classification and cataloging systems and principles; the content and development of a balanced library collection including both print and non-print media; principles of effective public relations.

Ability to: Formulate and implement effective and efficient library policies and procedures; effectively supervise and train professional and non-professional personnel; organize and supervise the day-to-day operations of a community library or the Bookmobile Section; advise and instruct patrons in the use of library facilities and answer difficult reference questions; analyze community needs and recommend specific plans for modifying or extending library services; logically define problems, collect data, establish facts and draw valid conclusions; analyze budget needs; formulate goals and standards; write and speak effectively; work well with others.

12/76 - Rev.

SENIOR PLANNER

Definition

Under general direction, to plan, coordinate and direct the work of one of the major divisions of the Planning Department; to assign, supervise and evaluate the work of a staff of professional and technical employees.

Distinguishing Characteristics

This is the first supervisory level involving major responsibility for the activity of a functional division of the department. Assignments are made in terms of area of activity with the exercise of a substantial degree of judgement and discretion in establishing work programs and priorities.

Typical Tasks

Plans, coordinates and directs the activities of a division involved in the performance of ordinance administration, regional and area planning studies, research and metropolitan coordination; selects, assigns, supervises and evaluates the work of other planners, and supporting technical and clerical staff; develops and organizes projects to implement the programs of the department including conferring with department's administration on objectives, aims, approaches, etc.; establishes standards, schedules, and priorities for the work of the division; interprets and explains the policies and procedures of the department to the public, community organizations, governmental agencies and subordinate staff; may serve as project leader or team member of cooperative planning studies with the staff from other planning agencies; writes and delivers speeches before citizens groups, community organizations, homeowners groups, etc.; may function as the Secretary to the Planning Commission including processing applications for zoning changes, variances, etc., investigating requests and preparing recommendations, recording actions of the commission, and preparing reports and correspondence as requested; may act as zoning administrator to hear and decide cases as delegated by the Planning Commission; participates in seminars, conferences, workshops, etc. as a representative of the department; meets with representatives from other governing bodies, community organizations, etc. to encourage cooperative action or resolve problems; prepares summaries and statistical reports.

Employment Standards

Training and experience equivalent to graduation from an accredited college or university with a major in city and regional planning, architecture, engineering, social science or related field;

AND

Five years of progressively responsible, professional experience in planning, including at least one year of responsible project supervision experience. A Master's degree in city and regional planning may be

substituted for two years of the required experience. A Master's degree in a closely related field may be substituted for one year of the required experience.

Knowledge of: Aims, trends, concepts, principles, techniques and legal aspects of city and regional planning and zoning administration; implication of physical, economic, aesthetic and social factors involved in city and regional planning including the development of urban and suburban environments; governmental organizations and operations and community interrelationships; principles of program and personnel management and training, research and statistical methods; principles of electronic data processing.

Ability to: Administer the activities of a division including program development and direction of the work of other planners; organize and conduct planning research studies; understand and relate to others the aims, concepts, and principles of city and regional planning; administer ordinances and laws related to planning projects or requests from the public; work effectively with the public, community organizations, other planning agencies, and other employees; speak and write effectively.

6/73 - Rev

TOWN OF LOS GATOS
COMPARABLE WORTH STUDY
SEPTEMBER 1983

APPENDIX B

Pursuant to Article 32 of the Memorandum of Understanding between the Town of Los Gatos and the Town Employees Association (TEA) dated June 12, 1982, the Town and representatives of TEA conducted a Comparable Worth Study of Town positions and classifications. The study involved four phases: first, the factors that would be used to determine the comparable worth of positions in the Town of Los Gatos were determined. The four major factors identified were:

1. Working Conditions
2. Accountability
3. Know-How, Knowledge, and Skills; and
4. Problem Solving.

Second, the factors were defined as detailed in the report and have been expressed as a series of dimensions making up the major factors. For instance, working conditions were defined as inclusive of hazard potential, physical environment, physical demand, and work schedule.

Third, the factors and dimensions were assigned a numerical value based on the "worth" of those dimensions and factors to the Town. A one-hundred point scale was used throughout so that the four major factors totalled 100 points as follows:

Working Conditions	11
Accountability	35
Know-How/Knowledge/Skills	27
Problem Solving	<u>27</u>

Total: 100

Dimensions of factors are also valued on a 100-point basis. For instance, the principal dimensions of the factor working conditions are valued as follows:

Hazard Potential	38
Physical Environment	22
Physical Demand	30
Work Schedule	<u>10</u>

Total: 100

Fourth, Town job descriptions were reviewed and each classification was assigned a value score based on the written job description and the review committee's understanding of the job.

The effort has led to the completion of this report, which includes a description of the factors and dimensions used, definitions of each of those factors and dimensions, and an allocation of point value to each dimension and factor. Additionally, a listing of TEA-represented classifications and the comparable worth score for each of the classifications is included.

The definition of comparable worth that was suggested in the Memorandum of Understanding was "equal pay for work of comparable skill, training, and responsibility." The attached report provides an expansion of that definition so that the items reviewed relative to skill, training, and responsibility became the dimensions and factors; these included working conditions, accountability, know-how, knowledge, and problem solving. The issue of pay based on comparability still needs to be discussed on the basis of the results of the Comparable Worth Study and its application to Town classifications. The report includes a listing of all TEA classifications and their comparable worth scores. It is assumed that any discussion of study implementation will be based on those comparable worth scores.

Therefore, the total study may be considered to be an extensive definition of "comparable worth" for the Town. If a shorter definition is required, the following is suggested:

"Comparable worth provides for an analysis and review of job descriptions and employee duties on the basis of working conditions, accountability, know-how/knowledge/skill, and problem-solving factors and dimensions. The result of that analysis and review shall be considered by the Town as part of its overall compensation policies."

The actual development of the dimensions and factors was a joint effort of Town staff and representatives of the TEA. The application of the dimensions and factors to job classifications included an expanded participation on the part of Town employees, inclusive of representatives of the Police Officers' Association and AFSCME Local 101 (Corporation Yard). All job classifications in the Town were reviewed. However, it was the conclusion of the review group that the study is not totally applicable along bargaining unit lines because of the great diversity of job duties and responsibilities among the three bargaining units. The results of the study allow some initial analysis among classifications representing all bargaining units. However, a uniform application of the study across all bargaining units is not appropriate. Any further study of this type for application to all Town classifications should include representation from all affected employees in all phases of the study. This might be a matter for future discussion.

WORKING CONDITIONS (11 POINTS)

This factor covers (1) hazardous conditions which may be encountered in spite of safety measures; (2) adverse environmental conditions; (3) physical demands placed on the employee by the work assignment; and (4) the various work schedules required of employees.

Hazard Potential (38)

Potential exposure to violence/danger/hazards involving people.

High (100) - high risks and somewhat unpredictable hazards.

Medium (50) - moderate hazards, fairly predictable and controllable.

Low (25) - Limited hazards.

None (0) - General absence of hazards.

Physical Environment (22)

Potential exposure to danger/hazards from the physical environment.

High - Involves extreme and continuous exposure (100) to, or contact with, dirt, dust, fumes, noise, moisture, temperature changes, or other significantly adverse conditions.

Medium-Involves moderate or periodic exposure to, (50) or contact with, dirt, dust, fumes, noise moisture, temperature changes, or other adverse conditions such as traffic.

Low - Involves limited or occasional exposure to (25) adverse conditions such as confined work spaces.

None - Absence of disagreeable or hazardous (0) conditions.

WORKING CONDITIONS

(continuded)

Physical Demand (30)

Physical effort needed in performance of job.

Strenuous (100) - requires considerable and continuing physical exertion or effort due to changes of posture and difficult positions.

Moderate (5) - requires moderate expenditure of physical effort (such as walking and standing) with moderate amount of body movement; or duties involving constant visual effort.

Slight (25) - requires some sustained or repetitive physical activity or exertion; or duties involving considerable visual effort.

None (0).

Work Schedule (10)

Working hours (60).

Irregular shift schedule - 100.

Regular non-routine eight (8)hour schedule - 75.

Routine (8:00am to 5:00pm) work schedule - 10.

Employee scheduled flextime - 0.

Call-back requirements (40).

Subject to call-back - 100.

Not subject to call-back - 0.

ACCOUNTABILITY (35 POINTS)

Independence of Action (30) is the amount of freedom to act and individual discretion afforded to a particular position. The degree of independence of action is defined as:

Substantial discretion and freedom - 100.

General discretion under general, limited supervision - 80.

Work is subject to direction; broad instructions or directions are available. Work is typically reviewed as completed - 60.

Work is subject to general supervision; some procedures or well-defined precedents are available; supervisor is typically available, but may not be directly at the work site at all times - 40.

Work is subject to moderate supervision; detailed procedures are available; work is typically reviewed formally or informally while in progress - 20.

Work is subject to close supervision; detailed procedures or written instructions available; supervisor is typically on-site or available most of the time - 10.

Consequences of actions and decisions (48) measuring impact on the Town organization and Town residents:

Fiscal Impact on the Town organization -- responsibility for planning and recommendation of expenditures, actual expenditure of Town funds, and accountability for revenues -- 25 points.

Impact in excess of \$500,000 annually - 100.

Impact between \$100,000 and \$500,000 annually - 75.

Impact between \$50,000 and \$100,000 annually - 50.

Impact between \$1,000 and \$50,000 annually - 25.

Impact less than \$1,000 annually - 10.

ACCOUNTABILITY

(continued)

Consequences of actions and decisions measuring impact on the Town organization and Town residents (continued)

Organizational impact on the Town government -- effect on Town work systems -- 25 points.

Work systems involve Town policies and procedures for the accomplishment of Town government activities (e.g. payroll, filing, service requests).

responsible for the design and evaluation of work systems - 100.

responsible for the adaptation of systems to the actual work of the Town - 60.

responsible for maintenance of work systems - 25.

Impact on the general public and Town residents -- effect a position may have on the way the public and Town residents perceive the Town organization - 25 points.

Significant impact includes individuals who have continuous and daily contact with the public OR occupy a position that because of its responsibility is determined to be highly "visible" - 100

Substantial impact includes responsibility for frequent over the phone or written communications with the public - 50.

Limited impact includes those positions without a mandate for frequent contact with Town residents or the public - 10.

Impact of Town services on the public -- 25 points.

Positions that are involved with Town services that have an immediate and direct impact on health and safety of the public - 100.

Positions that are directly involved with specific human service activities for the welfare of Town residents - 90.

Positions that are involved with Town services that have a contributory and non-immediate impact on health and safety of the public - 65.

Positions that have a contributory and non-immediate impact on overall welfare of Town residents - 55.

Positions that are involved with Town services that have little or no impact on the public - 0.

ACCOUNTABILITY

(continued)

Supervision of others (22) -- measurement of the span of control responsibility of positions and the impact of positions on the effective utilization of Town personnel resources.

Span of control is defined as the number of employees supervised -- 100 points.

ten (10) or more employees - 100.

five (5) to nine (9) employees - 50.

one (1) to four (4) employees - 25.

intermittent supervisory responsibility - 10.

no employees - 0.

Impact on the utilization of Town personnel resources -- measurement of the impact a position has on issues such as employee morale and distribution of personnel resources -- 50 points.

direct impact on matters involving individual employees (e.g. final decision on hiring and termination) - 100.

contributory impact defined as responsibility for making recommendations involving personnel actions (e.g. step increases based on performance evaluations) - 50.

no impact on issues - 0.

KNOW-HOW/KNOWLEDGE/SKILL (27 POINTS)

Measurement of the total of every kind of knowledge, however acquired, needed for the satisfactory performance of the job.

Technical Skills (31) to be acquired by either formal education or experience -- includes practical procedures, specialized techniques, and scientific disciplines.

Substantial knowledge equivalent to a graduate degree or higher - 100.

Substantial knowledge equivalent to an undergraduate degree - 85.

In-depth knowledge equivalent to an Associate level degree - 65.

General knowledge equivalent to at least some coursework at the undergraduate level or vocational/technical school training - 45.

General knowledge equivalent to at least a high school graduation - 20.

Knowledge equivalent to less than a high school graduation requirement - 10.

Managerial Skills (31) to be acquired by either formal education or experience -- including organization, planning, administration, and evaluation skills.

Substantial knowledge equivalent to a graduate degree or higher - 100.

Substantial knowledge equivalent to an undergraduate degree - 85.

In-depth knowledge equivalent to an Associate level degree - 65.

General knowledge equivalent to at least some coursework at the undergraduate level - 45.

General knowledge equivalent to at least a high school graduation - 20.

Knowledge equivalent to less than a high school graduation requirement - 10.

Non-technical Skills (10) including practical knowledge not associated with traditional academic learning.

In-depth knowledge of a specific function to allow lead person status - 100.

Varied, but relatively standard work routines demanding moderate skills - 75.

Standardized, basic work routines demanding limited skills - 50.

Simple, routine repetitive tasks demanding very limited skills - 25.

KNOW-HOW/KNOWLEDGE/SKILL

(continued)

Human Relations Skills (28) -- requirements for person to person communications.

External, impacting on Town residents and the users of Town services -- 60 points.

Frequency of interaction - 40 points.

Frequent contact with the public - 100.

Average contact with the public - 50.

Limited contact with the public - 10.

Type of interaction - 60 points.

Considerable responsibility for influencing others and resolving conflicts - 100.

Some responsibility for influencing others and resolving conflicts - 75

Provide advice and/or explain policies and procedures - 50.

Provide information - 25.

Minimal interaction - 10.

Internal, impacting on fellow Town employees -- 40 points.

Frequency of interaction -- 40 points.

Frequent contact with fellow Town employees - 100.

Average contact with fellow Town employees - 50.

Limited contact with other Town employees - 10.

Type of interaction -- 60 points.

Considerable responsibility for influencing others and resolving conflicts - 100.

Some responsibility for influencing others and resolving conflicts - 75.

Provide advice and/or explain policies and procedures - 50.

Provide information - 25.

Minimal interaction - 10.

PROBLEM-SOLVING (27 POINTS)

Intensity of mental processes in the identification, definition, and resolution of problems.

Thinking challenge (40) -- measurement of the complexity and diversity required to solve problems, render decisions, and complete tasks.

Requires extensive analysis and evaluation of a wide variety of incomplete and conflicting data; demands extensive ingenuity, initiative, and creativity. Several problems may be pursued concurrently. Issues are largely undefined; continuing efforts are necessary in order to resolve unyielding problems -- 100.

Requires substantial analysis of a wide variety of data dealing with unrelated processes and issues for the most part undefined. Demands substantial ingenuity, initiative, and creativity for the solution of problems -- 75.

Requires analysis of a wide variety of data; decision-making requires some ingenuity, initiative, and creativity; assessment of unusual circumstances may be involved in order to solve problems -- 50.

Requires analysis of standardized data; may require selecting course of action from several alternatives -- 25.

Routine, repetitive duties; no analysis required; tasks are clear-cut and choices apparent - 10.

Thinking framework (40) -- measures the extent to which guidelines and individual judgment are used in the problem solving process.

Guidelines are broad and non-specific. A high degree of independent judgment and ingenuity in interpreting the guidelines is necessary -- 100.

Guidelines are available, but are not completely applicable to the work, or have gaps in specificity. Considerable independent judgment, initiative and resourcefulness are necessary -- 75.

Guidelines are available but are stated in general terms. A moderate degree of judgment is necessary for interpreting and adapting guidelines -- 50.

Established procedures and specific guidelines are available. The employee uses some judgment in selecting the most appropriate guidelines -- 25.

Specific, detailed guidelines or instructions are provided -- 10.

PROBLEM-SOLVING

(continued)

Thinking environment (20) -- measurement of the physical and time constraints or advantages/disadvantages associated with the problem-solving requirements.

Physical aspects -- 50 points.

Problem-solving required in open, public setting - 100.

Problem-solving required in open, non-public setting - 50.

Problem-solving required in closed, private setting - 25.

Time aspects -- 50 points.

Immediate solutions and recommendations required - 100.

Opportunity to analyze and review options available for some limited period of time - 50.

Substantial opportunity to analyze and review options - 25.

Report Date AFSCME CLASSES
Last Revision Date: 83/09/13

COMPARABLE WORTH SCORES

REC #	CLASSIFICATION	ANNUAL \$	CW SCOR
++++++	++++++	++++++	++++++
1	AAA		10000.
2	MAINTENANCE WORKER III	25392	5302.0
3	PARK MAINTENANCE WORKER III	25392	5276.9
4	EQUIPMENT OPERATOR	26652	4413.9
5	EQUIPMENT MECHANIC	26652	4320.3
6	TREE TRIMMER HIGH CLIMBER	34700	4002.0
7	PARK MAINTENANCE WORKER II	23124	3856.6
8	MAINTENANCE WORKER II	23124	3798.9
9	BUILDING MAINTENANCE WORKER II	23124	2782.1
10	SWEEPER OPERATOR	24276	2575.6
11	PARK MAINTENANCE WORKER I	21072	2433.5
12	UTILITY SERVICES WORKER	21588	2413.8
13	MAINTENANCE WORKER I	21072	2376.5
14	BUILDING MAINTENANCE WORKER I	21072	2352.1

Report Date TEA CLASSES
Last Revision Date: 83/09/13

COMPARABLE WORTH SCORES

REC #	CLASSIFICATION	ANNUAL \$	CW SCOR
++++++	++++++	++++++	++++++
25	COMMUNITY SERVICES OFFICER II	21828	3165.7
26	PRINCIPAL CLERK	21324	3018.6
27	LIBRARY ASSISTANT I	18504	2911.8
28	DEPUTY TOWN CLERK	19452	2874.2
29	COMMUNITY SERVICES OFFICER I	17652	2701.9
30	SENIOR CLERK TYPIST	20364	2701.0
31	ENGINEERING AIDE I	22332	2186.6
32	CLERK TYPIST	18504	2170.6
33	ASSISTANT TOWN CLERK	24012	000000
34	ENGINEERING AIDE II	26352	000000
35	SECRETARY TO TOWN ATTORNEY	24012	000000

TOWN OF LOS GATOS - COMPARABLE WORTH STUDY - CLASSIFICATION RATING FORM

Assistant Civil Engineer
Total CW score - 5140.5
Annual Salary \$33,312

9-13-83

FACTORS/DIMENSIONSClassification:WORKING CONDITIONS

Hazard Potential:

High	_____
Medium	_____
Low	XX
None	_____

Physical Environment:

High	_____
Medium	_____
Low	XX
None	_____

Physical Demand:

Strenuous	_____
Moderate	_____
Slight	XX
None	_____

Work Schedule:

Hours:

Irregular	_____
Regular, non-routine	_____
Routine	_____
Flex-time	XX

Call-back:

Yes	_____
No	XX

ACCOUNTABILITY

Independence of Action:

Substantial	_____
General	_____
Broad Instructions Available	XX
General Supervision	_____
Immediate Supervision	_____
Close Supervision	_____

Consequences of Action:

Fiscal:

Greater than \$500,000	_____
\$100,000 to \$500,000	XX
\$50,000 to \$100,000	_____
\$1,000 to \$50,000	_____
Less than \$1,000	_____

Organizational:

Design/Evaluation	_____
Adaptation	XX
Maintenance	_____

Impact on Services:

Immediate/direct on health & Safety	_____
Immediate/direct on human services	_____
Contributory on health & safety	XX
Contributory on human services	_____
Little or no impact	_____

Assistant Civil Engineer
(Continued)

Supervision of Others:

Span of Control:

10 or more employees	_____	_____
5 to 9 employees	_____	_____
1 to 4 employees	_____	XX
Intermittent	_____	_____
No employees	_____	_____

Utilization of Resources:

Direct	_____	_____
Contributory	_____	XX

KNOW-HOW/ KNOWLEDGE/SKILL

Technical Skills:

Graduate or higher	_____	_____
Undergraduate or higher	_____	XX
Associate level	_____	_____
Some undergraduate or voc/tech	_____	_____
High school graduate	_____	_____
Less than high school	_____	_____

Managerial Skills:

Graduate or higher	_____	_____
Undergraduate or higher	_____	_____
Associate level	_____	XX
Some undergraduate or voc/tech	_____	_____
High school graduate	_____	_____
Less than high school	_____	_____

Non-technical Skills:

Lead person status	_____	_____
Moderate	_____	_____
Standardized	_____	XX
Simple	_____	_____

Human Relations

External

Frequency:

Frequent	_____	_____
Average	_____	XX
Limited	_____	_____

Type:

Considerable	_____	_____
Some	_____	_____
Advice	_____	XX
Information	_____	_____
Minimal	_____	_____

Internal

Frequency:

Frequent	_____	_____
Average	_____	XX
Limited	_____	_____

Type:

Considerable	_____	_____
Some	_____	_____
Advice	_____	XX
Information	_____	_____

Assistant Civil Engineer

(Continued)

PROBLEM SOLVING

Thinking Challenge:

Extensive	_____	_____
Substantial	_____	_____
Analysis of variety of data	_____	XX
Analysis of standardized data	_____	_____
No analysis	_____	_____

Thinking Framework:

Broad/Non-specific guidelines	_____	_____
Guidelines not necessarily applicable	_____	_____
General guidelines	_____	XX
Specific guidelines/some judgment	_____	_____
Detailed guidelines/instructions	_____	_____

Thinking Environment:

Physical:

Open, public	_____	_____
Open, non-public	_____	_____
Closed, private	_____	XX

Time:

Immediate	_____	_____
Opportunity to analyse	_____	_____
Substantial opportunity to analyse	_____	XX

Librarian
Total CW Score - 5854.8
Annual Salary - \$26,352

9-13-83

FACTORS/DIMENSIONSCLASSIFICATION:WORKING CONDITIONS

Hazard Potential:

High	_____	_____
Medium	_____	_____
Low	_____	_____
None	_____	XX

Physical Environment:

High	_____	_____
Medium	_____	_____
Low	_____	_____
None	_____	XX

Physical Demand:

Strenuous	_____	_____
Moderate	_____	XX
Slight	_____	_____
None	_____	_____

Work Schedule:

Hours:

Irregular	_____	_____
Regular, non-routine	_____	XX
Routine	_____	_____
Flex-time	_____	_____

Call-back:

Yes	_____	_____
No	_____	XX

ACCOUNTABILITY

Independence of Action:

Substantial	_____	_____
General	_____	XX
Broad Instruction Available	_____	_____
General Supervision	_____	_____
Immediate Supervision	_____	_____
Close Supervision	_____	_____

Consequences of Action:

Fiscal:

Greater than \$500,000	_____	_____
\$100,000 to \$500,000	_____	_____
\$50,000 to \$100,000	_____	_____
\$1,000 to \$50,000	_____	XX
Less than \$1,000	_____	_____

Organizational:

Design/Evaluation	_____	XX
Adaptation	_____	_____
Maintenance	_____	_____

Impact on Public and Residents:

Significant	_____	XX
Substantial	_____	_____
Limited	_____	_____

LIBRARIAN
(Continued)

Impact on Services:

Immediate/direct on health & safety	_____
Immediate/direct on human services	_____
Contributory on health & safety	XX
Contributory on human services	_____
Little or no impact	_____

Supervision of Others

Span of Control:

10 or more employees	_____
5 to 9 employees	XX
1 to 4 employees	_____
Intermittent	_____
No employees	_____

Utilization of Resources:

Direct	_____
Contributory	XX

KNOW HOW/KNOWLEDGE/SKILL

Technical Skills:

Graduate or higher	XX
Undergraduate or higher	_____
Associate level	_____
Some undergraduate or voc/tech	_____
High school graduate	_____
Less than high school	_____

Managerial Skills:

Graduate or higher	_____
Undergraduate or higher	_____
Associate level	_____
Some undergraduate or voc/tech	XX
High school graduate	_____
Less than high school	_____

Non-technical Skills:

Lead person status	_____
Moderate	_____
Standardized	XX
Simple	_____

Human Relations

External:

Frequency:

Frequent	XX
Average	_____
Limited	_____

Type:

Considerable	_____
Some	_____
Advice	XX
Information	_____

Internal:

Frequency:

Frequent	_____
Average	XX
Limited	_____

Type:

Considerable	_____
Some	_____
Advice	XX
Information	_____

LIBRARIAN
(Continued)

PROBLEM SOLVING

Thinking Challenge:

Extensive	_____	_____
Substantial	_____	_____
Analysis of variety of data	_____	XX
Analysis of standardized data	_____	_____
No analysis	_____	_____

Thinking Framework:

Broad/Non-specific guidelines	_____	_____
Guidelines not necessarily applicable	_____	_____
General guidelines	_____	XX
Specific guidelines/some judgment	_____	_____
Detailed guidelines/instructions	_____	_____

Thinking Environment

Physical:

Open, public	_____	XX
Open, non-public	_____	_____
Closed, private	_____	_____

Time:

Immediate	_____	_____
Opportunity to analyse	_____	XX
Substantial opportunity to analyse	_____	_____

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WOMEN'S CONCERNS TASK FORCE

EFFECTIVE SELECTION SYSTEMS SUB-COMMITTEE

Zelia Escobar, Chairperson

League of Women Voters,
Sunnyvale/Cupertino

Raelene Serrano

League of Women Voters,
San Jose/Santa Clara

John Longabaugh

Representative of
Disabled Community

TO: Board of Supervisors
FROM: Women's Concerns Task Force
SUBJECT: Effective Selection Systems Sub-Committee Recommendations

D. BACKGROUND FOR ALL RECOMMENDATIONS

The Subcommittee was charged with reviewing the employment selection process of Santa Clara County government. Specifically, the Merit System Rules, the Oral Board examination, and the Hiring Decision processes were studied. As a part of this review, the following County personnel were interviewed:

Delia Alvarez, Director of Personnel

David Carter, Supt. of Building Operations, Dept. of General Services;

Robert Scott, Deputy Director, Transit Operations; and

Herb Wiley, Manager of Recruiting & Examining, Personnel Department.

Based upon these interviews and the analysis of the Santa Clara County's current employment policies, the Subcommittee respectfully submits the enclosed recommendations.

I. MERIT SYSTEM RULES

A. RECOMMENDED ACTION

The Subcommittee recommends the following amendments to the Merit System rules be referred by the Board of Supervisors to the appropriate process for review.

The Subcommittee recommends amending or removing any rule which could have a detrimental or discriminatory impact on women. These rules should reflect current legislation and current personnel practice within the County of Santa Clara, as well as being gender-neutral in its language.

The Subcommittee recommends that the term "he" be changed to "the applicant" or "the competitor", whichever is appropriate given the context of the particular rule, throughout the Merit System Rules so as to properly reflect the participation of women in the application and employment process.

Furthermore, the Subcommittee recommends that the following Merit System Rules be specifically amended in the outlined manner:

ARTICLE 2. CLASSIFICATION

RULE: A25-101 Applicants to meet employment standards. Applicants for employment shall be required to meet all standards prescribed in the class specification.

AMENDMENT: Revise Rule A25-101 to reflect current regulations which allow minor duties to be waived to accommodate a disability.

ARTICLE 3. EXAMINATION ANNOUNCEMENTS, APPLICANTS AND APPLICATIONS

RULE: A25-111 Announcement of examinations. Announcements of all competitive examinations shall be posted in the office of the personnel department and in each county department for at least ten (10) days prior to the last date for filing applications. Departmental distribution of promotional examination announcements may be limited to those departments affected by the examination. Announcements may be posted elsewhere and distributed as necessary to attract qualified applicants. Announcements shall include at least:

- (a) The class title;
- (b) The compensation;
- (c) A statement of duties and responsibilities;
- (d) The place and last date to file applications;
- (e) The conditions of competition including employment standards; scope of the written test, relative weights assigned to parts of the examination, passing grade and any other special conditions; and

- (f) Such other information as will help applicants understand the nature of the employment and the procedure for participating in the examination.

AMENDMENT: Revise Rule A25-111 to extend the minimum notice period from 10 days to 21 working days. Require the County's "Hotline" numbers be announced at least once a week in a newspaper of general distribution.

RULE: A25-114 Notice of approval for examination.

Each applicant approved for examination shall be so notified prior to the examination date by mail to the address shown upon the application form.

AMENDMENT: Revise Rule A25-114 to require that the notice of acceptance be sent at least 10 working days prior to the examination date.

RULE: A25-115 General minimum qualifications.

In addition to those otherwise stated, all applicants must possess the following qualifications:

- (a) United State citizenship; the director may, when qualified applicants cannot be obtained, make exceptions to this requirement.
- (b) In the certification of eligibles for positions under the merit system and the appointive positions outside the classified service, preference shall be given to persons who are residents of Santa Clara County, all other things being equal and excluding special appointments prescribed in the charter.
- (c) Good moral character, temperate habits and mental and physical ability to perform the duties of the position.

AMENDMENT: Eliminate subsection (c) of Rule A25-115, which requires an applicant "to be of good moral character." This will avoid a potential use of arbitrary and subjective standards.

RULE: A25-117 Disqualification of Applicant.

The director may refuse to examine an applicant or after examination may disqualify an applicant, or remove his name from the employment list, or refuse to certify any eligible on an employment list for any of the following reasons:

- (a) If he is found to lack any of the requirement or qualifications established for the examination.
- (b) If he is physically unfit to perform the duties of the class.
- (c) If he is addicted to the use of narcotics or the excessive use of intoxicating liquors.

- (d) If he has been convicted of a felony.
- (e) If there is evidence of immoral, infamous or disgraceful conduct.
- (f) If he has made a false statement of material fact or has practiced or attempted any deception, fraud or misconduct in connection with his application or examination.
- (g) If he has been dismissed for any cause mentioned herein from public or private employment or has resigned to avoid such dismissal.
- (h) If he has a history of unsatisfactory employment in previous jobs verified by record.

AMENDMENT: Revise the subsections of Rule A25-117 in the following manner:

Subsection (a): Qualify with the addition of the following phrase, "which cannot be accommodated in light of current regulations regarding the employment of persons with disabilities."

Subsection (b): The Subcommittee recommends review of this subsection by County Counsel in light of current legislation.

Subsection (e): Eliminate this subsection to avoid the potential use of arbitrary and subjective standard.

Subsection (h): The Subcommittee recommends review of this subsection by County Counsel in light of current legislation, more particularly Labor Code Sections 1050 and 1053.

RULE: A25-118 Notice of disqualification or rejection; correcting deficient application.

Whenever an application is rejected or disqualified, written notice thereof shall be given the applicant. Applications found incomplete or deficient may be corrected before the date of the examination.

AMENDMENT: Revise Rule A25-118 to require personnel to notify applicants of initial screening decisions within 10 working days of the closing date for the final filing of applications.

RULE: A25-122 Physical fitness.

Each applicant or eligible must be in good general physical condition, and free from disease or defects that would interfere with the satisfactory performance of the duties of the position. An applicant may be required to submit a statement of a licensed physician to the effect that the applicant is free from disqualifying disease or physical defects. An eligible shall be directed to a special medical examiner to determine that the eligible is in a physical condition enabling him to satisfactorily perform the duties of the position. The name of an applicant or eligible shall be removed from any list of applicants or eligibles if any such applicant or eligible fails to pass the required physical examination. The director may allow

appointment of an eligible prior to such physical examination in the event it is impractical for the county to provide such examination prior to appointment, provided the eligible satisfactorily completes his physical examination before the end of the thirty (30) day period next following his probationary appointment.

AMENDMENT: Revise Rule A25-122 to eliminate the first two, and last sentences. Current employment policy is to have all prospective employees sent to Valley Medical Center for a pre-employment physical.

RULE: A25-123 Age limits.

The director may when circumstances warrant, or upon recommendation of the proper appointing authority, set age limits for entrance to an examination for an original appointment, provided that no change is made in the following:

- (a) The maximum age limit for original appointment to county service is sixty-four (64) years of age.
 - (1) No applicant may take an examination for original appointment if the maximum age of sixty-four (64) years has been attained.
 - (2) No eligible for original appointment may be certified from an eligible list if the age of sixty-four (64) years has been attained.
 - (3) Where required by the working conditions or physical requirements, a lower maximum age limit may be established by the director with the approval of the appointing authority.
- (b) The minimum age for appointive county officers and deputies of all county officers is twenty-one (21) years of age.
- (c) The minimum age for all other employees is eighteen (18) years of age, except that candidates who have reached their sixteenth (16th) birthday and have graduated from high school may be admitted to examinations for which they otherwise qualify. Such candidates may be certified prior to their eighteenth (18th) birthday, only with the concurrence of the appointing authority concerned.

AMENDMENT: Revise Rule A25-123 by ending this section after the word "appointment." Eliminate subsections (a), (b), and (c).

RULE: A25-124 Discrimination prohibited.

No person in the classified service or seeking admission thereto shall in any way be discriminated against because of color, creed, affiliations, political opinions or sex.

AMENDMENT: Revise Rule A25-124 by substituting the word "race" for "color." Add the words "age" and "disability." Or, this Rule may be eliminated entirely since the County has an Affirmative Action Program.

RULE: A25-125 Oath required.

Each applicant for employment in the county service shall take an oath that he will uphold the constitution of the United States and of the State of California and the ordinances of the County.

AMENDMENT: Eliminate Rule A25-125. The sole criteria for continued employment should be acceptable performance of one's job duties.

RULE: A25-141. Nature of examinations

Examinations shall be impartial and practical in nature and so constructed that they reveal the capacity of the applicant for the class for which he is competing as well as his general background and related knowledge.

AMENDMENT: Revise Rule A25-141 by replacing the phrase "capacity of the applicant" with the phrase "reveal the knowledge, skills, and abilities of the applicant."

RULE: A25-142 Oral interview, retest and appeal procedure.

(a) An examination may include an interview for the purpose of appraising the personal fitness of candidates. Only those candidates qualifying in the subject matter portion of the examination shall be called for the interview. Failure to report for the interview shall eliminate a candidate from the examination.

(b) Interview boards shall be appointed by the director, who shall act or appoint another to act as chairman.

(c) Interviewers shall mark on forms provided the degree to which, in their judgment, each candidate possesses the desired qualifications.

(d) Candidates who fail to attain a passing score on the oral portion of an examination may not retake an examination for the same classification until at least forty-five (45) days have passed from the date of the first examination. Such candidates must follow the same examination procedures as all other candidates filing for the same examination except that if the written portion of the examination is given on a qualifying basis, the candidate may not be required to retake the written portion of the examination within six (6) months of the original examination. If he fails again, he must wait ninety (90) days before retaking the examination.

Candidates who fail to attain a passing score on three (3) successive oral portions of examinations for the same class may not retake the examination before at least six (6) months have passed from the date of the most recent examination.

(e) Appeals from oral board ratings may be made on the basis of irregularity, bias, fraud or discrimination. Such appeals may be made at any time following the oral interview and before the candidate's receipt of their score on the exam, but such appeals must be received in the central personnel department by not later than the eighth (8th) working day following mailing of the scores. Upon receipt of the appeal, the director shall make a decision on the appeal within five (5) working days. During these five (5) working days the appellant shall have the

right to meet with the director or the director's representative, concerning the appeal. The time limits contained herein may be extended by mutual consent of the parties. If the appeal is upheld, the director shall convene a new oral board for the purpose of rerating the candidate. The new score resulting from the rerating shall be used to place the candidate in his/her proper position on the eligible list.

(f) No appointment shall be made from an eligible list resulting from fraud or other irregularity affecting all candidates, if the director finds that the allegation is substantiated, all examination results shall be voided and anew oral examination conducted.

(g) Notice of the appeal procedure shall be sent to all applicants with the form admitting such applicants to the oral board interview.

AMENDMENT: Revise subsection (a) of Rule A25-142 by replacing the word "personal fitness" with the term "qualifications," and by eliminating the second sentence of the subsection.

RULE: A25-153 Notice of results of examination.

As soon as the rating of an examination has been completed and the eligible list established, each competitor shall be notified by mail of the result of his examination, and if successful, of his general average percentage and his relative position upon eligible list.

AMENDMENT: Revise Rule A25-153 by requiring that the notification be given within 10 working days.

RULE: A25-158 Promotional procedures for certain job classification. Notwithstanding any other provisions of these Merit System Rules, the following procedures shall be utilized as a method for promoting and appointing persons in certain specified job classifications:

(a) Entry level classifications:

- Groundskeeper
- Offset Press Operator I
- Laundry Worker I
- Cook I
- Park Maintenance Worker I/II
- Road Maintenance Worker I/II
- Traffic Painter I
- Heavy Equipment Attendant
- Stock Clerk
- Food Service Worker I

When a vacancy occurs within the entry level classes listed above, the seven (7) most senior qualified workers within a department or agency shall be certified for a vacancy which occurs within the department/agency. If there are not seven (7) qualified workers on the eligible list who are within the department or agency, then additional qualified workers from other departments or agencies shall be added to the list on the basis of seniority in order to equal seven (7). If seven (7)

such qualified workers cannot be found by these means, then additional persons shall be certified in rank order based upon their position of the original list as determined in accordance with open competitive examination and certification procedures.

(b) Promotional classifications:

- Gardener
- Offset Press Operator II
- Offset Press Operator III
- Laundry Worker II
- Road Maintenance Worker III
- Road Maintenance Worker IV
- Traffic Painter II
- Heavy Equipment Maintenance Helper
- Heavy Equipment Mechanic
- Senior Traffic Signal Technician (Non-supervisory Only)
- Food Service Worker II

When a vacancy occurs within a promotional job classification listed above (except for Senior Traffic Signal Technician), the most senior qualified worker in the department or agency within the next lower job classification within the job series, if listed above, shall be appointed. If there are no such qualified workers within the department or agency, then the most senior qualified worker within the county within the next lower job classification shall be appointed to the vacancy. If the vacancy cannot be filled by these means, then the remaining persons on the appropriate list, if any, shall be certified in rank order in accordance with the open competitive examination and certification procedures.

Certification for Senior Traffic Signal Technician vacancy shall be the most senior qualified worker among the top seven (7) scores, first by department/agency and then county-wide, and then by regular certification.

(c) Definitions:

1. Qualified:

For the purpose of this section, "Qualified" is defined to mean those workers who score eighty or above in the appropriate Merit System selection procedure for the position to which a worker is to be certified for hiring.

2. Seniority:

For the purpose of this section "Seniority" shall be determined by workers as days of accrued service as reflected on the worker's payroll records as of the date of the eligible list.

3. Term of Effectiveness:

Sec. A25-158, as amended, shall be effective until June 30, 1981.

AMENDMENT: Revise Rule A25-158 to reflect current policy or eliminate the Rule since its effective date has expired.

ARTICLE 5. ELIGIBLE LISTS, APPOINTMENTS, PROBATION,
TRANSFERS, RESIGNATION AND REINSTATEMENTS

RULE: A25-186 Notification to eligibles.

A notice of certification shall be sent to the most recent address appearing on the personnel department records of persons certified for appointment. The notice of certification shall instruct eligibles to communicate with the appointing authority or his designee within three (3) working days following the date notice was mailed.

AMENDMENT: Revise Rule A25-186 by lengthening the time limit for response to 5 working days.

RULE: A25-188 Substitute and extra help appointments.

(b) Substitute employees, when appointed through regular certification procedure from the top three (3) on the eligible list, shall carry full rights and privileges as regular employees.

AMENDMENT: Revise subsection (b) of Rule A25-188 by replacing "top three (3)" with "top seven (7)," to reflect current County policy.

RULE: A25-191 Probationary Period.

Appointments from open or promotional eligible lists shall be for a probationary period of six (6) months, during which the appointing authority shall investigate the conduct, performance, moral responsibility and integrity of each employee and determine whether the employee is fully qualified for permanent status. Whenever employment conditions for a class may not be adequately determined during a six (6) month probationary period, the director, upon recommendation of the appointing authority, and approval of all appointing authorities concerned, may set the probationary period for the class not to exceed eighteen (18) months. An employee who has attained permanent status in a classification in an alternate series after serving a one year probationary period shall, upon promotion to a higher classification in a series, serve a probationary period of six (6) months.

AMENDMENT: Revise Rule A25-191 to limit the appointing authorities investigation to the employee's actual job performance.

ARTICLE 9. EVALUATION

Article 9 should be repealed in its entirety, since there is no evaluation process in the County under current union agreements.

ARTICLE 11. DISCIPLINARY ACTIONS

RULE: A25-301 Causes of suspension, demotion or dismissal. The following list of causes are provided as guides to both supervisors and employees as to what may constitute proper basis for disciplinary action. It is not an all-inclusive list in that an appointing authority may institute disciplinary action for any other activity which he deems just cause for such action.

(a) Causes relating to performance of duties:

- (1) Violation of the County Charter, Merit System Rules and regulations, and written and published departmental rules and policies which do not conflict with this article.
- (2) Inefficiency, incompetency, or negligence in the performance of duties, including failure to perform assigned task or failure to discharge duties in a prompt, competent and responsible manner.
- (3) Physical or mental incapability for performing duties.
- (4) Brutality in the performance of duties.
- (5) Refusal to accept a reasonable and proper assignment from an authorized supervisor; insubordination.
- (6) Intoxication on duty.
- (7) Careless, negligent or improper use of county property, equipment or funds, including use for private purposes or involving damage or risk of damage to property.
- (8) Acceptance of gifts in exchange for "favours" or "influence" or under circumstances which would tend to compromise the effective discharge of duties.
- (9) Absence without leave.
- (10) Habitual pattern of failure to report for duty at the assigned time and place.
- (11) Habitual improper use of sick leave privileges.
- (12) Unauthorized release of confidential information as defined by law from official records.

(b) Causes relating to personal conduct detrimental or prejudicial to public service:

- (1) Guilty of gross misconduct, or conduct unbecoming a county officer or employee which tends to discredit the county or county service.
- (2) Guilty of immoral conduct or a criminal act.

(3) Failure to make reasonable provisions for payment of just debts.

(4) Falsified job information to secure position.

(5) Addiction to use of narcotics or habit-forming drugs.

(c) Engaging in incompatible employment. Any employee in the classified service who directly or indirectly engages in incompatible employment or serves a conflicting interest shall be subject to suspension, demotion or dismissal.

Each department shall maintain a list of its job classifications and outside employment which is considered incompatible with such classifications. A copy of this list shall be maintained by the departmental personnel clerk. The Personnel Department shall be furnished a copy of this list and any amendments thereto.

AMENDMENT: Revise the following subsections of Rule A25-301:

Subsection (a)(3) should be qualified by adding "as verified by a competent medical certification."

Subsection (a)(4) either needs clarification of the term "brutality," or elimination of this subsection in its entirety.

Subsection (b)(3) should be eliminated.

B. FISCAL IMPLICATIONS

The Subcommittee finds the costs of revising the Merit System Rules and the administrative processes referred to therein, to be minimal in light of the need for these changes.

C. REASONS FOR RECOMMENDATIONS

The revision of the Merit System Rules would serve to properly reflect the participation of women, of minorities, and of disabled person in the application process. Furthermore, the extension of time limitations and qualification of physical requirements would ensure that adequate notice and opportunity is given to all applicants regardless of their sex, minority standing, or disability status.

II. ORAL BOARD EXAMINATION PROCESS

A. RECOMMENDED ACTION

In reviewing the Oral Board Examination process, the Subcommittee recommends the County make a concerted effort in ensuring the participation of expert women raters in all Oral Board Examinations. When women with expertise in the area being tested are unavailable, then a woman should be placed on the Oral Board to rate the applicant's general knowledge.

Furthermore, the Subcommittee recommends occasionally testing the Oral Board process when a non-traditional position is being tested by having women with knowledge of the job area "act" as applicants. This should ensure the process is not biased against women.

B. FISCAL IMPLICATIONS

The Subcommittee finds the costs of revising the current Oral Board Examination procedures to be minimal in light of the need for these changes.

C. REASONS FOR RECOMMENDATIONS

The recommendations would serve to ensure that the non-hiring of women in a non-traditional area is due to the unavailability of qualified candidates rather than to any sex bias that may emerge in Oral Board Examination Process.

III. HIRING DECISION PROCESS

A. RECOMMENDED ACTION

The Subcommittee was specifically requested to evaluate the Rule of Seven in the certification process. The Subcommittee recommends no change. The reduction or increase in the number of certified candidates from which a supervisor may choose to employ would not ensure appointments of women, of minorities, or of disabled persons in non-traditional areas.

The Subcommittee does, however, recommend a review by the Director of Personnel of all appointments in non-traditional areas when women, minorities, or disabled persons were available for selection, but were not hired. If the Director determines the reason for the non-selection could be attributed to a bias in the hiring process, then the Director shall require a re-evaluation of all candidates.

B. FISCAL IMPLICATIONS

The Subcommittee finds the costs of revising the current procedure in the Hiring Decision process to be minimal in light of the need for these changes.

C. REASONS FOR RECOMMENDATIONS

The recommendations would provide a system to review the Hiring Decision Process of supervisory personnel, thus helping to ensure that candidates are refused employment on the basis of lack of qualifications rather than to any bias or subjective standard of the hiring personnel.

WOMEN'S CONCERNS TASK FORCE

NON-TRADITIONAL JOBS SUBCOMMITTEE RECOMMENDATIONS

Joan Holland, Chairperson

Palo Alto/Mid-Peninsula NOW

Shirley Wong

Commission on the Status of
Women

Lillian Moore

San Jose/South Bay NOW

Monica Amador

Bay Area Construction
Opportunities Program

John Longabaugh

Representative of the
Disabled Community

TO: Board of Supervisors

FROM: Women's Concerns Task Force

SUBJECT: Non-Traditional Jobs Sub-Committee Recommendations

D. BACKGROUND FOR ALL RECOMMENDATIONS

One of the first issues the Committee on Non-traditional Jobs grappled with was how to define "non-traditional."

The most widely accepted definition has been male-dominated, higher paying, higher status jobs. In the County, Skilled Crafts and Protective Services quickly come to mind, where women represent 1.3% of all skilled positions (7 out of 530) and 15.3% in protective services jobs. Women are also found to be grossly under-represented in other County job categories: Service and Maintenance (Bus Operator, Road Maintenance Worker I & II, Park Maintenance Workers, etc.); Professional (Park Ranger, Planner III, Sr. Planner, Supervising Probation Officer, etc.); and Technical (Engineering Technician I, II, and III, Criminal Investigator II and III, etc.) In general, men comprise 80-100% of these identified job classes. *See below.

A further analysis, stripping away traditional, subtle biases, revealed that "non-traditional" incorporated nearly all job classes for disabled women and disabled people in general. While minority women were absent from male-dominated jobs like their white sisters, they were not however, proportionately represented in all traditionally female-dominated job classes. Where white women predominated or showed "parity" within pink ghetto jobs, minority women were disproportionately under-represented in supervisory (Supervising Clerk I and II, for example) and management (Sr. Management Analyst, Management Analyst, Administrative Support Officer), as well as technical and clerical areas (Family Support Officer, Medical Clerk).

The Committee began focusing on recruitment efforts for these non-traditional areas. To avoid overlap, we coordinated with the Effective Selective Systems Committee, to address recruitment efforts overall, with special emphasis on non-traditional jobs. The Committee also attempted to look at mobility/promotional barriers.

The Committee met every other week and occasionally we held joint meetings with the Effective Selective Systems Committee. The following county staff members met with us and were very helpful in their discussion of women in non-traditional jobs and their particular responsibilities. They were: Helena Lee, Women's Coordinator; Delia Alvarez, Director of Personnel; David Carter, Superintendent, Building Operations; Robert Scott, Deputy Director, Transit Operations, and Herbert Wiley, Manager, Human Resources Division.

*(While the number of women in Officials & Administrator positions has reached 28.7% (short of 43.4% for parity), they are yet to be found in proportionate numbers in top management positions.)

Contact was made with groups in the area and on the East Coast who work with women in non-traditional jobs. The information, interest and insight of the people contacted was invaluable to the Committee. We would like to thank: Christine Miwa, Chinese for Affirmative Action; R. L. Kierstad and Molly Martin, Tradeswomen, and Barbara McCarthy, the Port Authority of New York and New Jersey.

STUDY FOLLOW-UP

A. RECOMMENDED ACTION

The department head of the Transportation Agency will implement the recommendations of Helena Lee in her report on the Transportation Agency, Report on Questionnaire, January, 1984, (See next page).

The department head of the Transportation Agency will see that a follow-up study be completed by the Women's Coordinator or by a group outside of the County, such as the Commission on the Status of Women, on the working conditions of women in the Transportation Agency by June, 1985. The completed study will be sent to the Board of Supervisors, the Commission on the Status of Women (if not conducting the study) and the community organizations on the Women's Concerns Task Force.

B. FISCAL IMPLICATIONS

Undetermined. This will require the cost of the time commitment and the cost of reproduction and mailing of the completed report.

C. REASONS FOR RECOMMENDATIONS

This Committee reviewed Helena Lee's study (1983) which catalogued many problems involving affirmative action issues which women faced when working in non-traditional areas in the Transportation Agency. The Committee recognizes the value of her work and recommends that the two sentences of #3 be deleted and Local 715 be added to #8 after ATU.

TRANSPORTATION AGENCY REPORT ON QUESTIONNAIRE

By Helena Lee

RECOMMENDATIONS

1. Transportation Agency Administration and Transit District Supervisors develop on-going communications with women in non-traditional and skilled craft jobs, i.e. via meetings at the yards.
2. Transportation Agency Administration review the findings of this Questionnaire and develop corrective actions to remedy/work on these problems in the 1984 calendar year.
3. Transportation Agency revive the Women's Committee to provide a structure for women to network. (An approach to this may be through Quality Circles that have been so successful in this Agency).
4. Transportation Agency Administration submit a plan to correct the identified problems (based on these resources) to the County Executive within the 1984 calendar year.
5. Transportation Agency Training Unit develop programs internally and identify programs/courses in the established academic structure to train women for positions in non-traditional jobs and especially light rail.
6. A mandatory requirement for all supervisors to be trained in Zenger-Miller's Supervision Course in 1984.
7. A mandatory requirement that all supervisors complete a course in equal employment opportunity law and affirmative action. This could be accomplished through workshops facilitated by Transportation Affirmative Action Unit, through the Affirmative Action course offered at San Jose State University or the course in Affirmative Action offered by the California Association of Affirmative Action Officers (this course is offered on weekends).
8. Transportation Agency Administration and ATU work together to:
 - a. develop apprenticeship programs;
 - b. identify positions in non-traditional jobs for on-the-job training;
 - c. provide incentives for women to enter and move up in non-traditional jobs - i.e. (education funds) payment of tuition at registration (women must maintain a "C" average or she will have to repay the money), on-site courses during the work hours and tutoring in preparation for promotional exams;
 - d. develop on the job training classes for basic mechanics, safety, identification of tools, introduction to light rail, operation and repair of heavy equipment.

II. AFFIRMATIVE ACTION EFFORTS

A. RECOMMENDED ACTION

Redirect the current Equal Opportunities Division to focus on recruiting, retention and other affirmative action efforts. The County Executive should re-examine current E.O.D. staff assignments in light of the Division's original mission.

Redirect the three departmental Affirmative Action Coordinators to focus (primarily) on reaching parity through recruiting and establishing support systems in their departments for all women--minorities, disabled persons and older adults in non-traditional jobs.

B. FISCAL IMPLICATIONS

None.

C. REASONS FOR RECOMMENDATIONS

The staff of the Equal Opportunities Division has been reduced over the years due to budget problems, and those remaining have taken on added duties. Presently, the Equal Opportunities Division is made up of a full-time Director, a Women's Coordinator (half time), a Coordinator for Programs for the Disabled (full time) and a Secretary (full time).

Additionally, there are three full-time Affirmative Action Coordinator positions: One is in the Transportation Agency; one in the Valley Medical Center; and one in Social Services. We understand, however, that none of these positions are assigned to full-time Affirmative Action work. We believe that not only the reduction in staff but added duties unrelated to the primary job description have contributed to the uneven progress in achieving parity.

III. GOALS AND NEEDS

A. RECOMMENDED ACTION

For the purposes of establishing goals and needs, all categories should indicate separate statistics for women and men in each protected group.

B. FISCAL IMPLICATION

None.

C. REASONS FOR RECOMMENDATION

It is not accurate to assume that parity has been met when the percentage of women in a particular job classification is at or near the 1980 Work Force Goal of 43.4% women. Such an assumption fails to take into account the double jeopardy that minority women face.

For example, the job classification B2N Administrative Support Officer I-III (P) has a total of 26 workers, 13 men and 13 women. There is no problem here with parity for women. There is also a total of four minority workers which is very close to the six one might expect under strict parity goals. Yet, of the total 26 workers, there is only one minority woman.¹ The protected status of minority women is lost when the statistics for minority women are blended with those of white women, or minority men. According to the County analysis of Office and Clerical jobs in the Revenue and Systems Department affirmative action goals have been met. However, when one looks at the ten job classifications indicating senior or supervisory levels, there is only one minority woman compared to 16 white women (and one white male).¹

By lumping the statistics for different job levels together and not identifying minority women as a separate protected group, inequity in jobs and, especially management level career paths, are hidden and recruiting needs go unrecognized.

¹Taken from County of Santa Clara, Workforce Composition and Distribution January 1, 1984, pages 70-73

IV. TRAINING/APPRENTICESHIP

A. RECOMMENDED ACTION

A training and/or apprenticeship program should be established for plumbers, painters and electricians with a goal of improving the parity for women.

B. FISCAL IMPLICATIONS

Undetermined.

C. REASONS FOR RECOMMENDATION

There are no women workers among the skilled crafts personnel in the General Services Department. According to David Carter, Superintendent of Building Operations, women simply don't apply. Applications for skilled jobs in the County presently require a journeyman's license. Providing job openings at the apprenticeship level would facilitate the entry of women into the department. The County has used apprenticeship programs in the past. Four classifications in the General Services Department have the necessary required number of journeymen to implement an apprenticeship program. They are: Plumber, painter, electrician and automotive mechanic

V. AFFIRMATIVE ACTION RECRUITER

A. RECOMMENDED ACTION

The position of Affirmative Action Recruiter should be created. The duties of such a recruiter would include the coordination, planning and direct involvement in recruiting women for non-traditional jobs.

B. FISCAL IMPLICATIONS

Undetermined.

C. REASONS FOR RECOMMENDATIONS

In our talks with managers, we heard again and again that women just don't apply for non-traditional jobs. And yet, when talking to managers that show a very high degree of success (Palo Alto Police Department with 20% women officers), one hears again and again that women are interested. Women do want those higher paying jobs, we are told, and, given a positive work environment, they stay on the job. The county managers, then, are voicing their difficulty with the initial employment procedures -- recruitment.

VI. COUNTY JOB LISTINGS

A. RECOMMENDED ACTION

The listing of job openings and outreach to the community needs to be improved:

1. Mailing list to women and minority advocacy groups should be updated, expanded and kept current.
2. The County should actively encourage the recruitment of women in non-traditional work by reaching out to such groups as Chinese for Affirmative Action, Tradeswomen and high school counseling and training programs.
3. The public's general awareness of women working in County non-traditional jobs would be improved through the use of television and radio public service announcements as well as publicizing the County Outside Job Phone Information Number.

B. FISCAL IMPLICATIONS

All of these activities would require minimal cost. In the case of the mailing list update, money would be saved by eliminating mailings to addresses no longer accurate. Advertising, such as in Tradeswomen, would be minimal. (See Page 66 for rates) Public Service announcements are free. In all cases the cost would include staff time necessary to implement them.

C. REASONS FOR RECOMMENDATIONS

1. The mailing lists includes some organizations that are no longer active or whose addresses are incorrect. Other groups are not listed, such as Older Women's League, YWCA-Palo Alto, Chinese for Affirmative Action and South Bay-San Jose NOW.
2. Two area advocacy groups, Tradeswomen and Chinese for Affirmative Action, were not listed for mailings and were not known in the Personnel Department. Both groups work with women in the trades and in construction. Through our committee meetings some contact has been made between these groups and managers. This should be encouraged.

Only nine of the 48 high schools in Santa Clara County receive county job announcements. In contrast, 34 college or university departments in this county receive the current listings. To reach potential trainees in non-traditional fields, women in vocational training in high schools need to know about opportunities that are available.

3. The past recruiting campaign to encourage the application of women bus drivers was very successful. Advertising was one of the keys to this success and it is reasonable to expect that a similar campaign would again be successful for

other positions, such as road maintenance worker, transit maintenance positions or deputy sheriff. Because of limited funds less expensive means of reaching the public should be explored. These could include Public Service Announcements (PSA's) and informational TV interviews.



TRADESWOMEN, INC.

P.O. Box 40664, San Francisco, CA 94140

March 20, 1984

Ms. Joan Holland
1111 Parkinson Ave.
Palo Alto, CA 94301

Dear Joan,

As you requested during our telephone conversation this morning, I am enclosing several back issues of "Trade Trax" which feature paid advertisements soliciting blue collar women for employment opportunities.

"Trade Trax" is a monthly newsletter published by Tradeswomen Inc. It has a target circulation of 500 skilled and entry-level blue collar women throughout northern California.

Advertising rates are \$16.00 per column inch (1" deep by 3 3/4" wide). We accept camera-ready copy or we will type your announcement on a standard typewriter (12 characters per inch). Deadline for copy is the last day of the month preceding publication.

If you would like any additional information about advertising in "Trade Trax" or if I can answer other general question about women working in blue collar jobs, please call me. I can be reached at the Tradeswomen Inc. office on Tuesdays and Thursdays from 10:00 AM until 6:00 PM. The number is 415/989-1566.

Sincerely,

Bobbie

R. L. "Bobbie" Kierstead
Director

enc.

VII. NON-TRADITIONAL INFORMATION

A. RECOMMENDED ACTIONS

1. The County ComLine should be utilized to list non-traditional job openings which have not reached parity, to print articles about women in County non-traditional jobs and to describe courses needed to train for non-traditional work.
2. To further increase the awareness among County employees of other County non-traditional opportunities within the County, a job faire should be organized which would include an emphasis on County non-traditional jobs.
3. The career planning book, Career: The County of Santa Clara should be updated and distributed to all County employees.

B. FISCAL IMPLICATIONS

Actiona 1 and 2 would require minimal cost. Staff time for a job faire would be needed. Updating of the Career booklet would require staff time to do the revision and printing costs.

C. REASONS FOR THE RECOMMENDATIONS

1. Only a few women within the County personnel have used lateral transfers into non-traditional County jobs to change their career path. Encouragement for such changes has been minimal. The publicity surrounding the placement of women in non-traditional jobs, whether as police officer, mechanic or vice presidential candidate, expands the career goals and choices for all women. Such publicity to all County employees would re-affirm the County's support for the principles of affirmative action by its mere presence. The County publication, County ComLine, provides a regular means of reaching all County personnel.
2. The publication, Career: The County of Santa Clara (October 1982) is an excellent resource for County employees to plan their career, compare career paths and to get information on how to go about it. The book is out of print and not currently being distributed to employees...few even seem to know about it.

VIII. REVIEW OF AFFIRMATIVE ACTION GOALS

A. RECOMMENDED ACTION

Utilize the Council of Equal Employment Opportunity to periodically monitor and report quarterly in writing on the implementation of the Affirmative Action goals as they relate to women's concerns. These reports should be sent by the Commission on the Status of Women and sent to the original community groups involved in the Women's Concerns Task Force.

B. FISCAL IMPLICATIONS

Undetermined.

C. REASONS FOR RECOMMENDATIONS

Representatives from over 30 organizations have met during the last nine months studying and discussing the problems of the Affirmative Action Program for the County. It is appropriate that these organizations, including the Commission on the Status of Women, continue to follow the implementation of these recommendations; it is important that these organizations get feedback on the results of their efforts.

IX. JOB APPLICATIONS

A. RECOMMENDED ACTION

The application period for County jobs should be kept open for a minimum of 21 working days.

A list of continuous job openings should be compiled and mailed to the updated mailing list that is mailed to advocacy groups.

B. FISCAL IMPLICATIONS

None.

C. REASONS FOR RECOMMENDATIONS

With only a two-week minimum open period, most job openings are either closed or within a few days of being closed by the time the announcement reaches the addressee. Most advocacy groups do not have an office in which to post announcements so that other than advertising the availability of such openings in their newsletters and at their meetings, it is difficult to pass this information along in such a short time. These time lines are unrealistic for most groups if they are to get the word out.

X. MANAGEMENT/AFFIRMATIVE ACTION

A. RECOMMENDED ACTION

The implementation of affirmative action goals should be included as part of the supervisor's, manager's and department head's own evaluation.

As part of their employment interview, all supervisors, managers and department heads should be questioned about their commitment to affirmative action and, specifically, how they would redress any lack of parity within their area of control. Responses to these questions should be part of their permanent records to be utilized in their future evaluations.

B. FISCAL IMPLICATIONS

None.

C. REASONS FOR RECOMMENDATIONS

Accountability is basic to the successful operation of both public and private business. It is particularly important that those in a supervisory capacity are held accountable for their affirmative action goals as they are leaders and set the tone for the work environment. This view was supported in the testimony of Mary Rogers, President of the Society of Women Engineers of Santa Clara County, before the U.S. Civil Rights Commission. Ms. Rogers had conducted an informal study of affirmative action practices in several local electronics firms.

This recommendation assumes that formal evaluations of supervisors should be made. We understand that this is not presently being done. It is further assumed that any evaluation of a supervisor by her/his superior would not only include affirmative action efforts but would also include many other specific goals of management.

WOMEN'S CONCERNS TASK FORCE

SUPPORT SYSTEMS SUB-COMMITTEE RECOMMENDATIONS

Rita Risser, Chairperson	National Women's Political Caucus/Santa Clara County
Marianne deSobrinho	Commission on the Status of Women
N. Jean McNeal	ATU
B. J. Bryan	San Jose/South Bay NOW

TO: Board Of Supervisors
FROM: Women's Concerns Task Force
SUBJECT: Support Systems Sub-Committee Recommendations

I. SEXUAL HARASSMENT POLICY

A. RECOMMENDED ACTION

Amend the current Santa Clara County Board of Supervisors Policy on Sexual Harassment as follows:

- (1) Add language at the end of point #3 to prohibit retaliation against employees who complain of sexual harassment. (e.g., "The Board further declares that retaliation against a person who complains of sexual harassment, in the form of involuntary termination or transfer, unwarranted poor performance evaluations, or other work-related harassment, is also prohibited.")
- (2) Add language to the first paragraph after point #3 to require County Department Heads to provide every employee with a written explanation of the procedures for submission of complaints of sexual harassment, to include not only Departmental procedures, but also alternative avenues for complaint should the complainant be unsatisfied with the Departmental response.

B. FISCAL IMPACT

Costs of developing and codifying internal procedures are unknown. There may be an increase in the number of sexual harassment complaints filed internally, offset by decreases in the number of complaints filed with external agencies.

C. REASONS FOR RECOMMENDATION

The current Policy (attached) is not sufficient to give supervisors, managers and Affirmative Action Officers (AAO's) complete guidance in implementing this complex area of the law.

D. BACKGROUND

Currently, County employees may file complaints of sexual harassment with a number of different entities: Their department AAO, the Equal Opportunity Division (EOD), and Local 715. There is no orderly process evident from one step to the next. This causes confusion and does not allow for efficient complaint investigation and resolution. Some AAO's are not perceived by some employees to be effective, and these employees are unaware of other internal procedures available prior to resorting to external agencies and attorneys.

E. CONSEQUENCES OF NEGATIVE ACTION

Possible consequences: No improvement in status quo, or increase in number of external complaints filed.

II. SEXUAL HARASSMENT POLICY DISSEMINATION

A. RECOMMENDED ACTION

(1) As part of the Employee Orientation Program for new employees, the representative from EOD shall define and explain the concepts of sex discrimination and sexual harassment. The fact that discrimination and harassment complaints are taken by that office should be stated. Employees also should be informed of any relevant training programs available for which they may register. Employees also should be presented with a copy of the Policy on Sexual Harassment of the County.

(2) Every current employee shall be given a copy of the Policy on Sexual Harassment.

B. FISCAL IMPLICATIONS

Minimal costs of reproducing and distributing new policy; possible increase in number of internal sexual harassment complaints offset by decrease in external complaints filed.

C. REASONS FOR RECOMMENDATION

Currently, the Policy is not disseminated as a matter of course to every employee. Thus, employees are unaware of the policy or of the consequences of violating it. Nor are they aware of internal procedures.

D. BACKGROUND

See BACKGROUND in previous recommendation.

E. CONSEQUENCES OF NEGATIVE ACTION

Possible consequences: No improvement in status quo, possible increases in number of external complaints filed.

III. SEXUAL HARASSMENT POLICY IMPLEMENTATION

A. RECOMMENDED ACTION

Expand the management training programs currently offered in the County.

- (1) Require the participation of all department heads, supervisors, managers and AAO's in one of the two following programs within the next two years.
- (2) Require all Facilitators to teach a sexual harassment component. This should include training on how to investigate a sexual harassment complaint and how to implement internal procedures.
- (3) Provide a program on AA/EEO open to department heads, supervisors, managers, AAO's and all employees, which program includes a comprehensive section on sexual harassment.

B. FISCAL IMPLICATIONS

Recommendation (1) would result in lost time of the additional participants in the training programs. Recommendations (2) and (3) would incur minimal development costs.

C. REASONS FOR RECOMMENDATIONS

Training of supervisors, managers and AAO's is necessary in order for complete, uniform implementation of the sexual harassment policy. Currently, sexual harassment training is limited to (1) voluntary programs as requested by individual departments, and (2) a component designed to supplement Unit #6 (averting discrimination) in the "Supervision" training program taught by one of the facilitators.

D. BACKGROUND

There are currently other programs which do not include sexual harassment training. These are (1) "Supervision" for first-line supervisors (taught by 3 different instructors; to our knowledge, only one includes sexual harassment), (2) "Group Action" for mid-level managers, and (3) "Towards Excellence" for department heads.

E. CONSEQUENCES OF NEGATIVE ACTION

Possible consequences: The status quo will be maintained, or there will be an increase in the number of complaints.

IV. BEYOND SEXUAL HARASSMENT TRAINING

A. RECOMMENDED ACTION

The County should offer an "Understanding Sexism" training program on a pilot basis to all employees who work in areas with relatively large numbers of women in non-traditional jobs, in either the Transportation Agency/Transit District or the Sheriff's Departments

B. FISCAL IMPLICATIONS

Costs of development and training, if done in-house, or professional fees if training is contracted out. Lost time of participants. Costs offset by decrease in number of sexual harassment complaints filed internally and externally, as well as higher employee morale and increased productivity.

C. REASONS FOR RECOMMENDATION

Sexual harassment is only one aspect of non-support for women. Many forms of non-support are subtle and not necessarily illegal; nonetheless, they lead to decreased morale, lowered productivity and higher turnover among employees in the target groups.

The Transportation Agency/Transit District or Sheriff's Dept. are recommended due to the perceived problems in those areas.

D. BACKGROUND

The Subcommittee has researched whether a course to heighten sensitivity to women in non-traditional roles has been developed and has been unable to locate one. There are models from other areas, however. Control Data Corporation sponsored an in-house seminar on "Sensitivity to Racism" some 15 years ago. This seminar was run by minority employees, who met in small groups with white employees to discuss racism. Other training programs about sexual harassment include discussions about sexism that could be expanded into a full sensitivity program (e.g. Anderson-Davis Associates, San Francisco; Discrimination Consulting, Santa Cruz).

E. CONSEQUENCES OF NEGATIVE ACTION

Continued bad or worsening relations among employees in these two impacted areas could result in decreased morale, higher turnover and absenteeism, lawsuits and adverse publicity.

V. ENCOURAGING COUNTY EMPLOYEE'S GROUPS

A. RECOMMENDED ACTION

- (1) Small groups of employees should be encouraged to meet on a regular basis, particularly in areas with some women in male-predominant jobs. These groups could meet on County time in order to develop ideas on improving relations between male and female employees.
- (2) A County-wide Women's Networking Week should be established. Women should be encouraged to meet at lunch or other convenient time within their departments for the purpose of becoming acquainted with each other. Another activity that might be encouraged during this time is sending to all women employees in each department a sign-up sheet for a Networking List to be distributed to each woman who signs up.
- (3) Affirmative Action offices should continue to encourage and assist these support systems for women in County employment.

B. FISCAL IMPLICATIONS

Lost time of participants offset by higher morale and increased productivity.

C. REASONS FOR RECOMMENDATION

Employee support groups are important because they allow employees to work out problems among themselves, to discuss problems with others who know the context in which they arise and to develop creative approaches to integrating the work place.

D. CONSEQUENCES OF NEGATIVE ACTION

Status quo will be maintained, or relations will worsen.

1
SANTA CLARA COUNTY BOARD OF SUPERVISORS
POLICY ON SEXUAL HARASSMENT

The Santa Clara County Board of Supervisors Policy on Equal Employment Opportunity adopted October 16, 1979, declares that no person shall be discriminated against with regard to recruitment, selection, appointment, training, promotion, retention, discipline or other aspects of employment because of race, color, national origin, creed, religion, sex, age, disabled status, political beliefs, organizational affiliations, and sexual orientation.

The Board hereby reaffirms this policy. The Board further declares that sexual harassment constitutes sex discrimination which is prohibited.

Sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
2. Submission to or rejection of such conduct by an individual is used or is threatened to be used as the basis for employment decisions affecting such individual, or;
3. Such conduct has the purpose or effect of interfering with any individual's work performance or creating an intimidating, hostile, or offensive working environment.

County Department Heads are responsible for taking all steps necessary to prevent sexual harassment from occurring within their organizations. These steps should encompass discussion of the subject, expression of strong disapproval of sexual harassment, informing employees of procedures for submission of complaints of sexual harassment, and for taking appropriate disciplinary action which may include termination when acts of sexual harassment occur.

The County Executive will assure that the Board's policy prohibiting sexual harassment is made known to all County employees and that procedures necessary to assure compliance are implemented.

PASSED AND ADOPTED by the Board of Supervisors of Santa Clara County, State of California, this DEC 2 1980, 1980, by the following vote:

AYES:	Supervisors	<u> </u>	E. MCCORMACK, INTERIM CLERK, WILSON.
NOES:	Supervisors	<u> </u>	
ABSENT:	Supervisors	<u> </u>	

John J. Fitzgerald
Chairperson, Board of Supervisors

ATTEST: DONALD M. RAINS, Clerk
Board of Supervisors

APPROVED AS TO FORM:

Ann Miller Ravel
ANN MILLER RAVEL, Deputy
County Counsel

Donald M. Rains

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